



2025-26

UNIVERSAL
REGISTRATION
DOCUMENT
and annual
financial report



RÉMY COINTREAU

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RÉMY COINTREAU

UNIVERSAL REGISTRATION DOCUMENT 2025-26

The Rémy Cointreau Group is one of the major operators in the global Wine & Spirits market with a portfolio of exceptional brands, which include Rémy Martin and Louis XIII cognacs and Cointreau liqueur. The brands are mostly distributed by a network of subsidiaries established in the Group's various strategic markets. Rémy Cointreau is listed on Euronext Paris. The free float represents approximately 40%. The Rémy Cointreau Group is controlled by the majority shareholder, the Andromède family holding company.



This Universal Registration Document was filed on 30 June 2026 with the *Autorité des marchés financiers* (AMF), as competent authority under Regulation (EU) 2017/1129, without prior approval pursuant to Article 9 of said regulation. The Universal Registration Document may be used for the purposes of an offer to the public of securities or the admission of securities to trading on a regulated market if completed by a securities note and, if applicable, a summary and any amendments to the Universal Registration Document. The whole is approved by the AMF in accordance with Regulation (EU) 2017/1129.

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This document is a free translation into English of the Universal Registration Document of the Company issued in French and is provided solely for information purposes.

MESSAGES

"2025-2026 marked a pivotal period for Rémy Cointreau on multiple fronts."

Marie-Amélie de Leusse,
Chairwoman of the Board of Directors



First and foremost, I wish to commend the unshakable commitment of all our teams who, throughout the past year, demonstrated remarkable dedication amid a highly challenging market landscape. In 2025, we launched, with our characteristic resolve, a new strategic initiative, led by Franck Marilly, who joined us in June as Group CEO. With over three decades of experience and a proven track record of leadership within globally renowned luxury and beauty enterprises, Franck brings to Rémy Cointreau profound expertise in navigating international markets. From his very first day, he initiated an independent, rigorous assessment. This impartial evaluation has been instrumental in shaping the core pillars of our transformation, RC Forward, and rolling out our first initiatives.

"In 2025, we embarked on a new strategic initiative with our characteristic resolve."

While Rémy Cointreau has developed its business model over many years, the renewed strategic and organisational drive we have started on – fully endorsed by the Board and underpinned by the renewed confidence of our shareholders – is fully aligned with our core values. Our Maisons are exceptional environments, steeped in tradition and nurtured by terroir, and our products are crafted through a constant commitment to excellence. Our multifaceted expertise, passed down through successive generations, embodies both a profound responsibility and a source of inspiration.

We operate in a dynamic and often volatile environment, shaped by economic and geopolitical uncertainties. To navigate this landscape with assuredness and agility, it is essential to have a resilient, well-structured framework coupled with long-term vision. This is precisely the strength that Rémy Cointreau's executive leadership brings within the context of a family-operated enterprise such as ours.

"To navigate this landscape with assuredness and agility, it is essential to have a resilient, well-structured framework coupled with long-term vision."

Formally established by the transformation plan RC Forward, the strategic vision presented by Franck Marilly and his team sets the Group on a decisive path to evolution, driven by market expansion and unlocking the full potential of our brands. This new phase in our storied legacy will enable us to leverage even more effectively the qualities that define our uniqueness. Rémy Cointreau's intangible assets are vast: we steward an exceptional brand portfolio, crafted by teams with globally recognised savoir-faire, deeply invested in and proud of "their Maisons." Additionally, one of our key advantages lies in having embraced the concept of "sustainable exception" early on. Our CSR pioneering strategy clearly sets us apart. These are solid foundations upon which we can build our new strategic plan with confidence.

"One of our key advantages lies in having embraced the concept of 'sustainable exception' early on."

We are convinced that a resilient future is built on enduring values. Honoring what we have meticulously cultivated over centuries and building upon this remarkable legacy forms the cornerstone of our family commitment. Safeguarding and transmitting our heritage, while continuously reinventing our methods to foster innovation and sustainable growth – respectful of people, the environment and the passage of time – is a challenge well within our grasp.



“Our ambition is clear: to sustainably improve profitability in order to generate additional resources to reinvest in growth.”

Franck Marilly,
Chief Executive Officer

Since taking up your role in June 2025, you have initiated a transformation plan for the Group. What drove this decision?

The spirits sector is undergoing profound change. This is compounded by a geopolitical landscape that is particularly unstable, a situation which often tends to significantly impact our industry. To meet these challenges head-on, Rémy Cointreau must increase its resilience and adapt, by shoring up its market positions and uncovering fresh growth opportunities. From a geographic perspective, it is vital that we accelerate our expansion in our strategic markets to consolidate our presence. In particular, China and the US offer substantial growth potential, with numerous regions in both countries for us to explore.

Nevertheless, we must also continue to pursue our geographic footprint by seeking new avenues for growth in emerging and untapped markets, such as the Middle East, India, Latin America and Africa. Recent free trade agreements signal promising prospects, a development that is encouraging for the entire industry and especially for our Group.

What are the cornerstones of the transformation plan?

To realign the Group with a trajectory of sustainable, profitable growth, it is crucial to have a clear understanding of our core strengths and growth drivers. I initiated a comprehensive, objective analysis across the entire organisation to gain deep insights into each segment of our value chain. This evaluation, complemented by conversations with our partners and teams across diverse markets, allowed us to establish the foundational pillars of our transformation plan, RC Forward. This plan will empower us to generate our own value creation momentum and strengthen the entrepreneurial spirit of our teams, building on the Group's culture while instilling greater discipline, rigor and performance focus. Our ambition is clear: to sustainably improve profitability in order to generate additional resources to reinvest in growth. This transformation will also require organizational change. Clarifying responsibilities and strengthening the performance culture will unlock the energy of our teams.

A tangible example of this strategy in motion is the creation of the new Prestige division, bringing together the LOUIS XIII, Telmont and Maison Psyché brands. This division is purpose-built to seize every existing opportunity and to create new ones with boldness, agility and the exacting standards that have long defined our Group.

What are the key objectives of the RC Forward plan?

This plan is anchored by five core pillars. Firstly, to strengthen the efficiency of our distribution network and refine route-to-market strategies, thereby broadening our reach and unlocking untapped growth opportunities.

Equally important is maximising the impact of advertising and promotions investments, strategically allocating resources across brands, fine-tuning the media mix and channelling every investment towards areas that enhance brand desirability and commercial value.

Driving increased value creation through enhanced Revenue Growth Management is another crucial focus. This involves a more nuanced approach to product, pricing, formats and promotions to maximise value generation across all channels.

The fourth pillar targets procurement optimisation by embracing a more global, cross-functional approach.

Finally, the transformation plan calls for a simplification of our operations, which will allow us to streamline decision-making and embed a high-performance culture throughout the organisation.

What currently gives you confidence in the Group's future?

Since day one in my role, I have been genuinely impressed – despite the challenging context – by the extraordinary dedication of our employees. Rémy Cointreau combines the heart and soul of a family-owned company with deeply embedded values and the strength of a globally recognised portfolio of brands.

I firmly believe that testing periods often present unique opportunities. In times of uncertainty, it is the resilience and determination of our teams that make the difference in overcoming challenges.

I have full confidence in each individual's capacity to adapt and evolve, becoming active contributors to the Group's transformation while honoring the core values that have been the foundation of Rémy Cointreau's success.

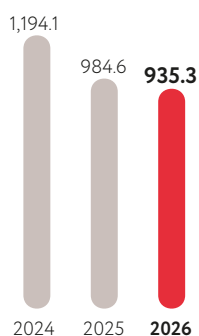
I want to take this opportunity to sincerely acknowledge our teams for their trust, which reflects their unwavering commitment and their determination to drive the Group forward.

KEY FIGURES

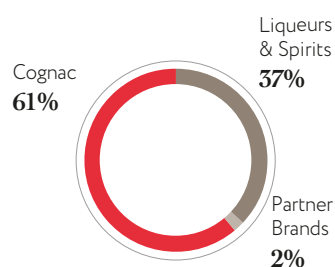
FINANCIAL DATA...

Data for the period from 1 April 2025 to 31 March 2026

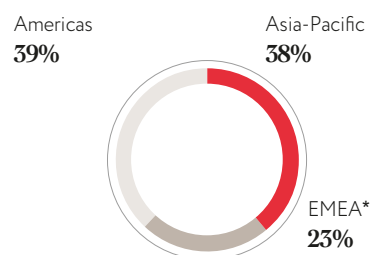
Sales (€m)



Sales by division (%)

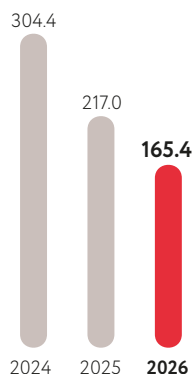


Sales by geographic area (%)

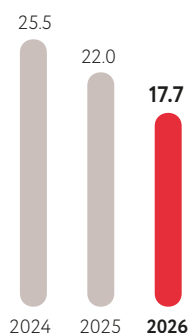


* EMEA: Europe - Middle-East - Africa

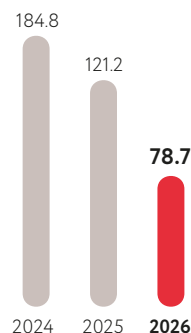
Current operating profit (€m)



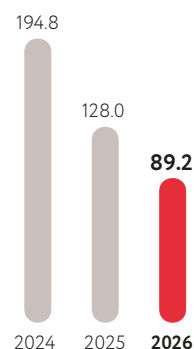
Current operating margin (%)



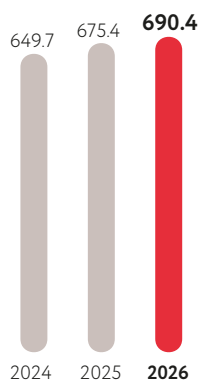
Net profit – Group share (€m)



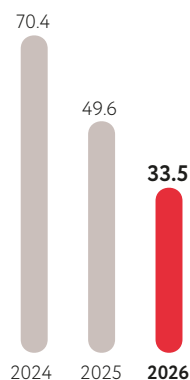
Net profit excluding non-recurring items (€m)



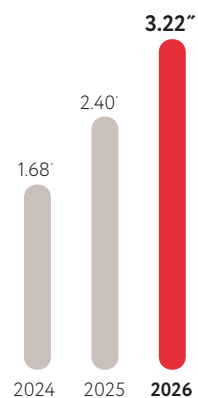
Net financial debt (€m)



Capital expenditure (€m)



Ratio of net debt/EBITDA



...AND NON-FINANCIAL DATA

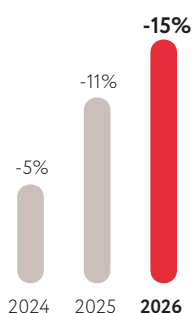
Data for the period from 1 April 2025 to 31 March 2026

Driven by key performance indicators

TERROIRS



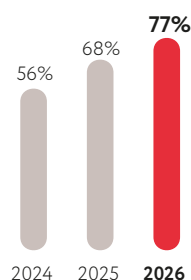
Reduction of Scope 3 CO₂ emissions for which a science-based target has been set (including FLAG) on an absolute basis (%)



Performance in % since 2020-21



Share of agricultural ingredients essential to the Group produced using certified responsible or...sustainable methods (%)



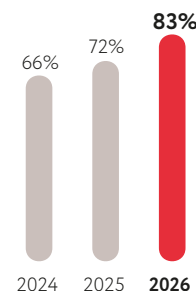
Reduction of water withdrawals. (%)



Performance in % since 2022-23



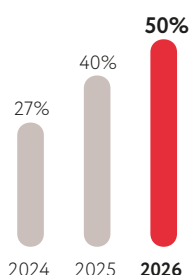
Share of products incorporating an ecodesign feature (%)



PEOPLE



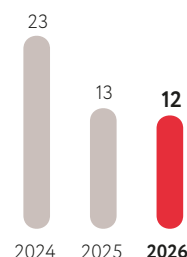
Share of Executive Committee seats held by women (%)



Share of strategic suppliers with transparent, verified and auditable sustainability practices (%)



Number of substantiated customer complaints. (%)



Certified and rated by recognised third-party bodies

Certification of our Houses

79% of our sales volumes have been produced at sites carrying ESG-related certification



ENVIRONMENTAL
MANAGEMENT
SYSTEMS

Angers & Cognac
75% of total volumes
sold by the Group



REGENERATIVE ORGANIC
ALLIANCE

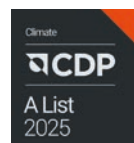
DHG and Telmont



CERTIFICATION B
CORPORATION

**Bruichladdich
&...Westland**

Group ratings



**LEADERSHIP
STATUS (A)**
FROM THE
CARBON DISCLOSURE
PROJECT (CDP)



BRONZE
AWARDED
BY ECOVADIS



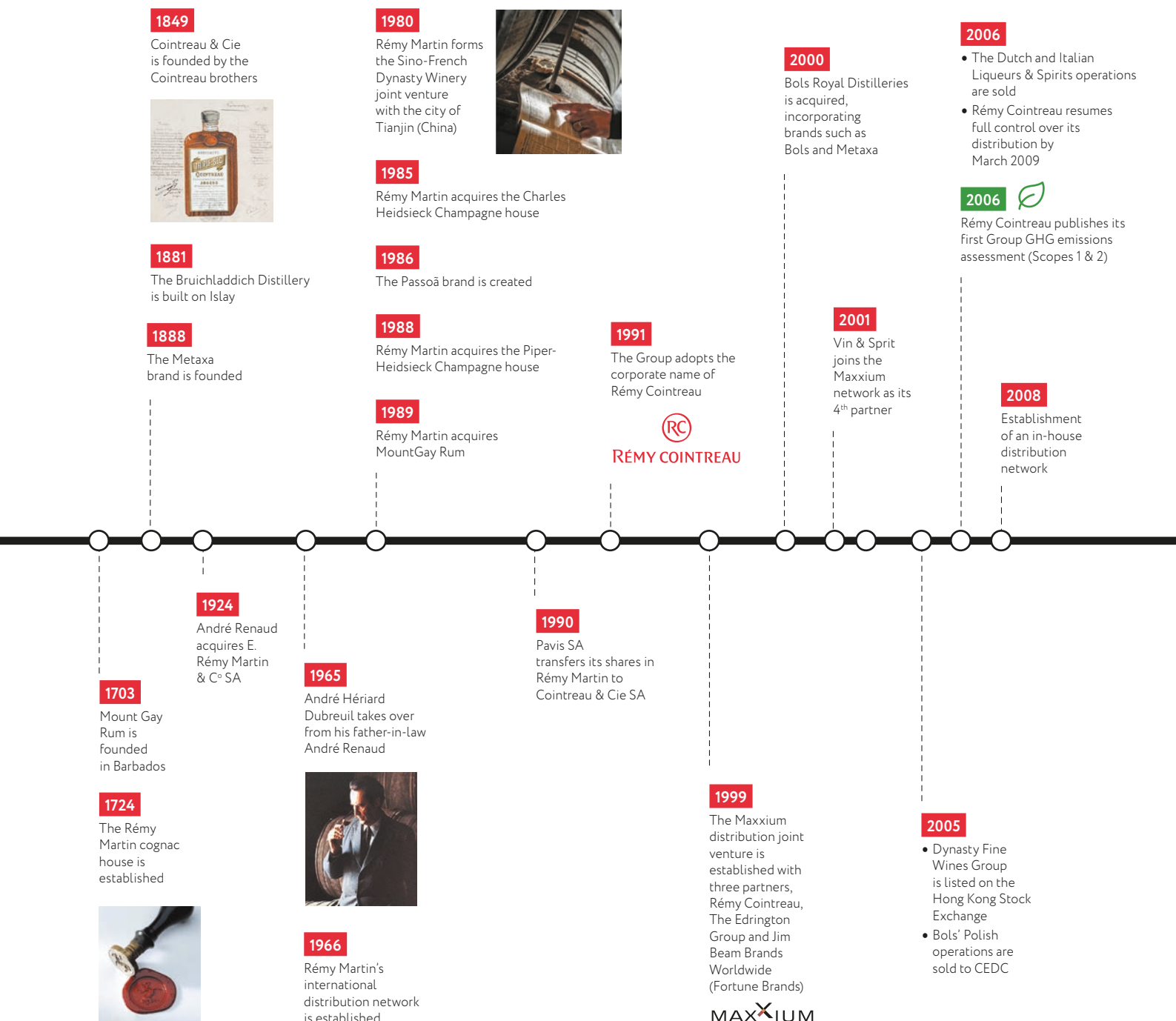
**TIME WORLD'S
MOST SUSTAINABLE
COMPANIES**
SCORE: 65.89
RANKING: 222

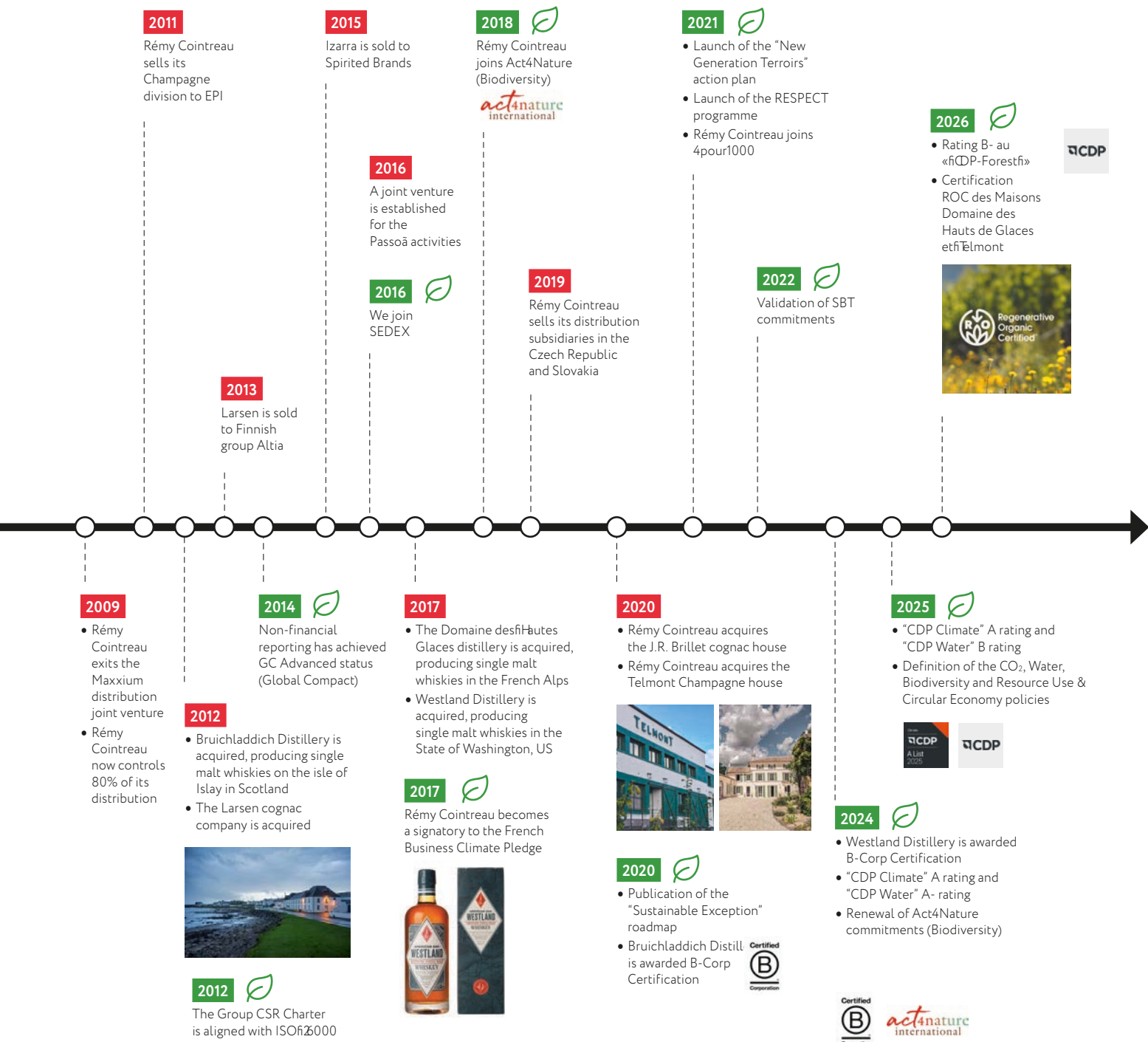
ABOUT THE GROUP

KEY MILESTONES IN OUR HISTORY

The Charentaise origins of the Rémy Cointreau Group date back to 1724. The Group was formed from the 1990 merger of the holding companies belonging to the Hériard Dubreuil and Cointreau families, which controlled E. Rémy Martin & C° SA and Cointreau & Cie SA, respectively. It is also the result of successive alliances between companies operating in the same wines & spirits business segment.

KEY DATES AND EVENTS





GOVERNANCE THAT ENSURES CONTINUITY AND TRANSMISSION

THE BOARD OF DIRECTORS

The Rémy Cointreau Group is administered by a Board of Directors which, since September 2004, has a governance structure that separates the roles of Chairman of the Board of Directors and Chief Executive Officer. Competence and experience in finance, the luxury goods sector and the management of large international companies are the selection criteria for Board members.

The presence of several members who are permanent residents in various other countries also lends a welcome international and cultural dimension to the Board of Directors' work, either because they have performed a role outside of France during their career, or because they hold or have held one or more appointments in non-French companies.

COMPOSITION OF THE BOARD OF DIRECTORS AT 31 MARCH 2026

The composition of the Board aims to strike a balance between experience, expertise, independence and ethics, while respecting a balanced representation of women and men.

Nicolas Hériard Dubreuil
(Non-voting board member)

Hélène Dubrule

Marc Hériard Dubreuil
(Non-voting board member)

Marc Verspyck

Marie-Amélie de Leusse
(Chairwoman)

Bruno Pavlovsky

Laure Hériard Dubreuil

Élie Hériard Dubreuil

Dominique Hériard Dubreuil
(Non-voting board member)



Sonia Bonnet-Bernard

Alain Li

Jessica Spence

Pierre Bidart

Caroline Bois Hériard Dubreuil
(Vice-Chair)

Jérôme Bosc
(ORPAR)

COMPOSITION OF THE BOARD OF DIRECTORS' COMMITTEES AT 31 MARCH 2026

AUDIT-FINANCE COMMITTEE

4 members
75% independent

Sonia Bonnet-Bernard ♦ ★
Caroline Bois
Pierre Bidart ♦
Marc Verspyck ♦

NOMINATION-REMUNERATION COMMITTEE

4 members
50% independent

Bruno Pavlovsky ♦ ★
Caroline Bois
Alain Li ♦
Elie Hériard Dubreuil

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

4 members
50% independent

Elie Hériard Dubreuil ★
Jessica Spence ♦
Hélène Dubrule ♦
Dominique Hériard Dubreuil

♦ Independent Board member ★ Chairperson

12
Board members

3
non-voting Board members

7
independent Board members
(excluding non-voting Board members)

58%
independent Board members
(excluding non-voting Board members)

55.3 years
average age of Board members

50%
women
(excluding non-voting Board members)

6.2 years
average length of service on Board of Directors (excl. non-voting Board members)

4
nationalities represented

SENIOR MANAGEMENT

Franck Marilly, Group Chief Executive Officer since 25 June 2025, is supported by an Executive Committee comprising 12 directors of four different nationalities with various backgrounds in spirits, cosmetics, fashion and accessories, and tableware. On 8 April 2026, Rémy Cointreau unveiled RC Forward, a three-year transformation plan, and has decided to streamline its organisation in order to become more efficient and agile. A steering committee has been established within the Executive Committee, bringing together representatives from five departments reporting directly to the Chief Operating Officer.

The Executive Committee is tasked with rolling out the RC Forward plan, which has three main priorities:

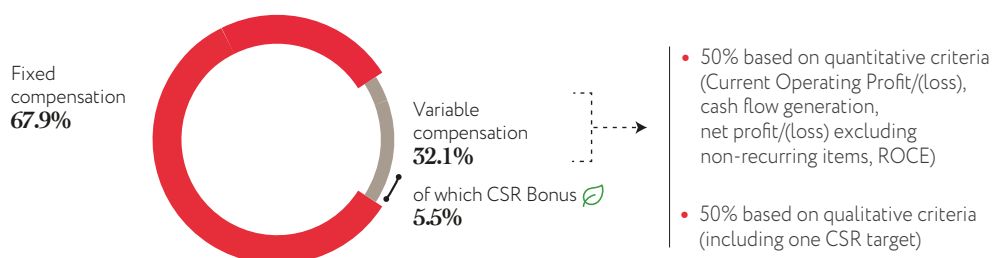
- bolstering the Group's fundamentals and preparing for the future;
- accelerating sales growth through more efficient and agile execution;
- creating value at every level of the organisation in order to support growth and sustainably enhance the current operating margin.

RC Forward is a key driver of the Group's medium-term strategy, which will be unveiled in November 2026 and implemented by the Executive Committee.

EXECUTIVE COMMITTEE AT 1 APRIL 2026



COMPOSITION OF EXECUTIVE COMPENSATION (EXCLUDING LTIP)



(1) Including Taiwan, Macau and Hong Kong.

A PORTFOLIO OF EXCEPTIONAL SPIRITS



At Rémy Cointreau, a French family-controlled group, we boast a portfolio of exceptional world-renowned spirits. These include our Rémy Martin and LOUIS XIII cognacs, Cointreau and Belle de Brillet liqueurs, Greek METAXA spirit, Mount Gay rum, St-Rémy brandy, The Botanist gin, the Telmont Champagne House and the single malt whiskies Bruichladdich, Port Charlotte, Octomore, Westland and Domaine des Hautes Glaces. Lastly, our portfolio was further enhanced with the creation of the luxury perfume house Maison Psyché in 2022.

Our sales for the financial year ended 31 March 2026 amounted to €935.3 million and we recorded a current operating profit of €165.4 million. This equates to a slight increase of 0.2% in sales and a 11.5% decrease in COP at constant scope and exchange rates. Current operating margin came to 17.7%.

Our internal organisation is structured around 11 brand divisions and 4 sales divisions (Americas, Europe/Middle East/Africa, Asia-Pacific and Global Travel Retail). All these divisions receive support from the holding company. Depending on the spirit category, production process and geographic sales distribution, our brands belong to one of the following two divisions: "Cognac" or "Liqueurs & Spirits".

Brands which we distribute through our network on behalf of third parties form a separate category, "Partner Brands".

RÉMY COINTREAU BRANDS

	COGNAC	LIQUEUR	WHISKY	GIN	RUM	BROWN SPIRITS	CHAMPAGNE
UPPER LUXURY							
LUXURY							
ULTRA PREMIUM							
PREMIUM							

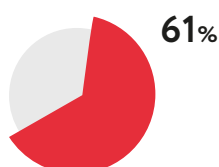
SALES BY DIVISION

COGNAC

Rémy Martin, LOUIS XIII and Brillet

€573.6 m

IN SALES

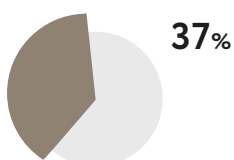


LIQUEURS & SPIRITS

Cointreau, Metaxa, Mount Gay, St-Rémy, Telmont, Belle de Brillet, The Botanist and single malt whiskies

€346.1 m

IN SALES

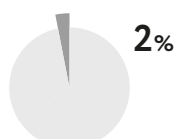


THE PARTNER BRANDS DIVISION

Non-proprietary brands distributed by Rémy Cointreau

€15.6 m

IN SALES



COGNAC

COGNAC BRANDS

Our Cognac division includes the brands of the House of Rémy Martin (Rémy Martin and LOUIS XIII) and the House of Brillet. These cognacs are made exclusively from eaux-de-vie sourced in Grande Champagne and Petite Champagne, the two leading crus of the Cognac *appellation* (designation of origin), which offer the greatest ageing potential (more than 100 years for some Grande Champagne eaux-de-vie).

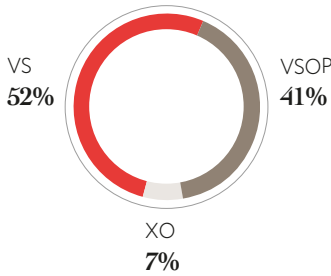
The House of Rémy Martin is positioned in the high-end segment, with four emblematic quality grades:

- VSOP Fine Champagne;
- “intermediate” quality grades: 1738 Accord Royal and CLUB;
- XO Excellence Fine Champagne;
- LOUISXIII Grande Champagne.

COMPETITIVE POSITIONING

Four Cognac brands account for around 86% of the volumes sold on the global market and nearly 91% of the value of the global market (source: IWSR). These are Hennessy (LVMH), Martell (Pernod Ricard), the House of Rémy Martin (Rémy Cointreau) and Courvoisier (Suntory). Based on cognac shipment volumes, the House of Rémy Martin holds a market share, across all quality grades combined, of 11.0% (source: BNIC, March/2026), marking a -0.6pt decline relative to March/2025. Virtually all House of Rémy Martin shipments fall into the superior quality grade segment (VSOP and XO), which accounts for approximately 48% of the total cognac market (source: BNIC, March/2026).

Global shipment volumes of cognac by quality grade
(source: BNIC)



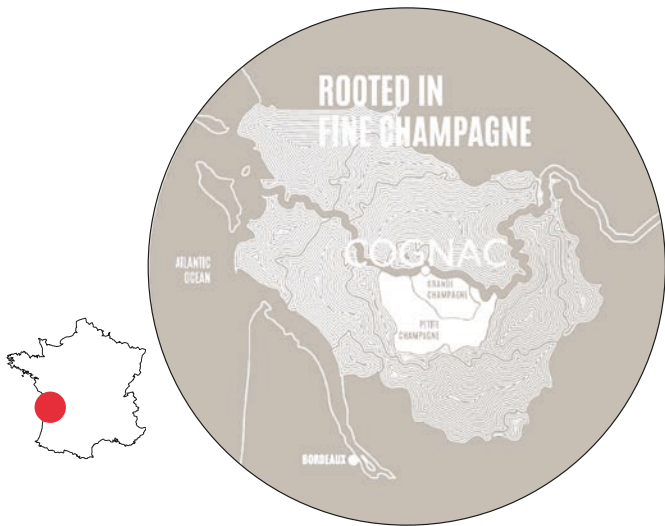
COGNAC APPELLATION D'ORIGINE CONTRÔLÉE AND “FINE CHAMPAGNE”

Cognac is an *appellation d'origine contrôlée* (AOC - controlled designation of origin) brandy (eaux-de-vie distilled from grapes) that comes from vineyards in the Cognac region (south-west France). The appellation covers six crus: Grande Champagne, Petite Champagne, Borderies, Fins Bois, Bons Bois and Bois Ordinaires. “Fine Champagne”, which refers to a cognac made exclusively from the first two crus, i.e., Grande Champagne (at least 50%) and Petite Champagne, is an appellation in its own right within the Cognac AOC.

Rémy Martin only selects its eaux-de-vie from the “Fine Champagne” (Grande Champagne and Petite Champagne) AOC, as this appellation yields wines with the most suitable characteristics to produce its superior quality cognacs, affording them a longer ageing potential.

Cognac is a blend of eaux-de-vie of different vintages (after it has aged in oak barrels). There are several quality grades classified in accordance with the legal standards set for the AOC (as enforced by the Bureau National Interprofessionnel du Cognac - BNIC), using as a reference the age of the youngest eau-de-vie that goes into the blend:

- VS (Very Special), which must have aged for a minimum of two years;
- VSOP (Very Superior Old Pale), which must have aged for at least four years;
- XO (Extra Old), which must have aged for at least 10 years.





THE HOUSE OF RÉMY MARTIN AND THE SOURCING OF EAUX-DE-VIE

All Rémy Martin cognacs are produced in and around the town of Cognac, on a site that includes ageing and fermentation cellars, laboratories, a packaging complex, offices and a visitor and reception centre.

The House also owns wine estates (2386 hectares of vines eligible for the Cognac appellation), as well as a distillery in Juillac, which opened in November 2018. However, the stock of cognac eaux-de-vie has been built up largely as a result of exclusive partnerships with Grande and Petite Champagne producers. This partnership policy, introduced in 1966, has enabled the House of Rémy Martin to source eaux-de-vie on a long-term basis and to satisfy its quality standards.

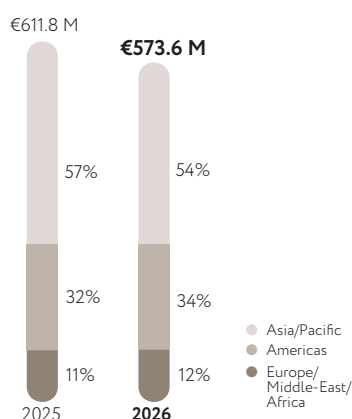
The partnerships have essentially been arranged through the Alliance Fine Champagne (AFC) cooperative, through various types of multi-year collective and individual agreements. The AFC members operate around 60% of the Grande Champagne and Petite Champagne vineyards.

From an accounting point of view, the commitments given by the House of Rémy Martin through the AFC are fully recognised in the Rémy Cointreau Group's consolidated statement of financial position, once the eaux-de-vie covered by these agreements have been produced and have passed quality controls. Any contractual obligations in respect of eaux-de-vie that have not yet been produced are taken to off-balance sheet commitments.

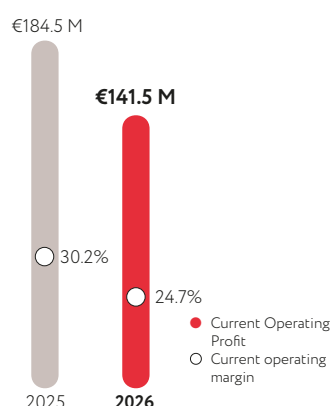
KEY FIGURES FOR THE COGNAC DIVISION

In 2025-26, the Cognac division accounted for 61% of our total sales and generated more than 99% of our sales in international markets. The Americas (34%) and Asia-Pacific (54%) are the division's biggest markets, while the Europe / Middle-East / Africa market (12%) also holds medium-term growth potential.

Sales (€m)
and geographical breakdown (%)



Current operating profit (€m)
and current operating margin (%)



LIQUEURS & SPIRITS

LIQUEUR AND SPIRITS BRANDS

Our Liqueurs & Spirits division is made up of 12 wine and spirit brands in categories such as liqueur, brandy, gin, single malt whisky, rum and Champagne. The wines and spirits in each category have particular characteristics, the main one being that all the brands are produced in their country of origin, often using know-how that has been passed down through generations:

- Cointreau, an orange peel liqueur;
- Metaxa, a Greek brown spirit, produced from a blend of wine distillates and aged Muscat wine;
- Mount Gay, a rum produced in Barbados;
- St-Rémy, a French brandy;
- The Botanist, a gin produced on the Isle of Islay (Scotland);
- Bruichladdich, Port Charlotte and Octomore, three brands of single malt Scotch whisky produced on Islay (Scotland);
- Le Domaine des Hautes Glaces and its range of single malt whiskies produced in the heart of the French Alps;
- Westland and its range of single malt whiskies produced in the State of Washington, USA;
- Telmont, a *champagne de vigneron* produced in Damery, France;
- Bellefleur-Billet, a French pear & cognac eaux-de-vie liqueur.

COMPETITIVE POSITIONING

Our Liqueurs & Spirits brands are positioned in a market in which there are a large number of players (of various sizes), with numerous international brands coexisting alongside local brands.

LIQUEURS & SPIRITS: SOURCING AND PRODUCTION SITES

There are no major sourcing or production constraints for our Liqueurs & Spirits brands. We purchase the necessary ingredients (barley, oranges, aromatics, sugar cane, grapes, etc.) for the eau-de-vie distillation process, drawing on the specific know-how developed for each brand. The eaux-de-vie are then entrusted to our master distillers to begin the ageing process and, later on, to our master blenders.

We outsource some of our bottling operations to companies located in other countries, particularly in Greece, where Metaxa is produced and bottled for all our markets. Outsourced volumes make up 15% of the total volumes across all our brands.



ANGERS (France)

Our Cointreau liqueur and St-Rémy brandy range is produced in St-Barthélémy d'Anjou on the outskirts of Angers. This site also provides bottling services for other Rémy Cointreau brands. It houses distilling facilities, fermentation cellars, laboratories, a packaging complex, offices and a visitor and reception centre.



TRIÈVES (France)

Le Domaine des Hautes Glaces, located in the heart of the Trièves region of the Alps, is a mountain farm/distillery that combines French know-how (distilling with traditional Charente stills) and ingredients grown by local producers. Barley, rye and spelt (all organically grown) are sourced exclusively from growers in the Alps.



DAMERY (France)

Founded in 1912, Telmont is a century-old family Champagne house located in Damery, near Épernay on the slopes of the Marne valley. It is one of the last family-owned vineyards in Champagne and is run to very exacting environmental protection standards. Since 2017, more than a third of the grapes harvested are "AB" certified (organically produced) or are in the process of being converted to organic farming methods.



BRANDONS AND ST-LUCY (Barbados)

Mount Gay rum is produced at the distillery of the same name, located close to Mount Gay in the north of the island of Barbados, in the parish of St-Lucy. The ageing cellars which house our casks of rum are also located at this historic site. An additional 134 hectares of agricultural land at the site have been given over to the cultivation of sugar cane since January 2015. Mount Gay Distilleries' head office and bottling facilities are located in Brandons, close to the port of Bridgetown in the south of the island.



ISLAY (Scotland)

Bruichladdich Distillery is located on Islay in Scotland, one of the world's most iconic locations for the production of single malt Scotch whiskies.

The entire crafting process (distilling, ageing and bottling) is carried out on the island at an historic site built in 1881. In March 2018, the distillery acquired around 15 hectares of agricultural land. This land adjoins the distillery and will be mainly devoted to growing barley and trialling different varieties of crops.



SEATTLE (United States)

Westland Distillery (USA), located in South Downtown Seattle in the State of Washington, sources its malt from producers in the Pacific North-West.



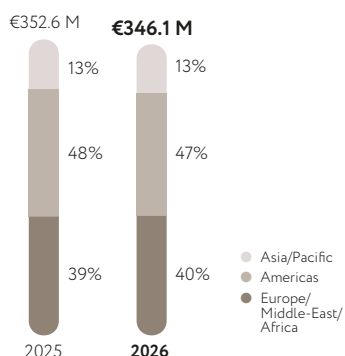
SAMOS (Greece)

True to its terroir policy, the House of Metaxa acquired a 1.2#ectare wine estate on the island of Samos, nestled in the heart of the island's muscat vineyards. Muscat wine is an essential component of Metaxa's signature taste.

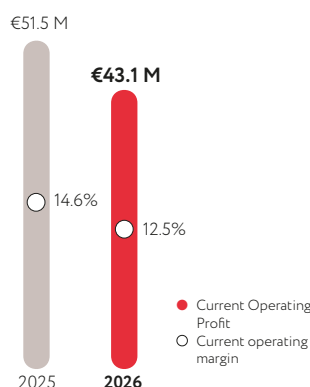
KEY FIGURES FOR THE LIQUEURS & SPIRITS DIVISION

In 2025-26, the Liqueurs & Spirits division accounted for 37% of our total sales. The Americas (47%) and Europe / Middle-East / Africa (40%) were the division's largest markets. Although smaller (13%), the Asia-Pacific market represents a significant development opportunity for the division going forward.

**Sales (€m)
and geographical breakdown (%)**



**Current operating profit (€m)
and current operating margin (%)**



PARTNER BRANDS

In 2025-26, our Partner Brands accounted for 2% of total sales.

This category includes brands which belong to other Wines & Spirits companies but are distributed by Rémy Cointreau under global agreements or agreements limited to a particular country or region.

In recent years, we have elected not to renew most of these distribution agreements (as part of our policy of moving upmarket). As at 31#March#2026, we were still distributing the Passoã liqueur brand and some William#Grant#&#Sons spirits brands.



A DISTRIBUTION NETWORK, LOCAL KNOW-HOW, AN INTERNATIONAL FOOTHOLD

DISTRIBUTION AND ADMINISTRATION

We have premises and commercial or administrative representative offices in many countries, including the United States (primarily New York), China (Shanghai and Hong Kong), Singapore, Russia and the United Kingdom (London and Glasgow). We do not own any premises in these countries and therefore enter into operating leases.

Moreover, the Rémy Cointreau registered office, which includes most of our central services, is based in leased premises at 21, rue Balzac in Paris.

Rémy Cointreau began to build a distribution network reaching the four corners of the planet as early as the late 1950s.

Today, we have a dozen directly-owned subsidiaries (in the United States, China, United Kingdom, Belgium, Malaysia and Japan). This distribution network enables us to pursue a price strategy that is in keeping with our high-end positioning and to be selective about our sales outlets.



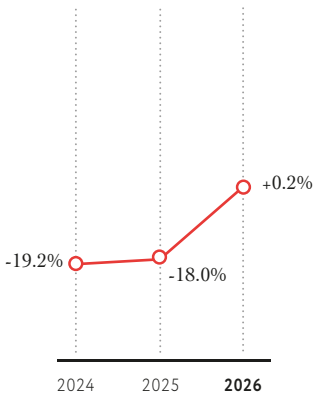
ORGANIC SALES GROWTH

GROUP

RC
RÉMY COINTREAU

€935.3 m

IN SALES

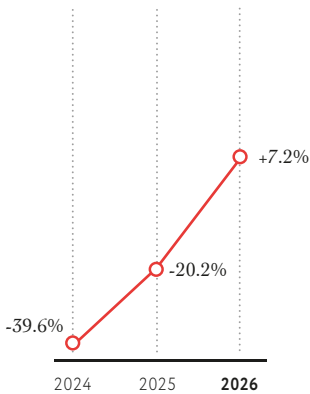


AMERICAS

€361.2 m

IN SALES

39% of total sales



A DISTRIBUTION NETWORK, LOCAL KNOW-HOW,
AN INTERNATIONAL FOOTHOLD



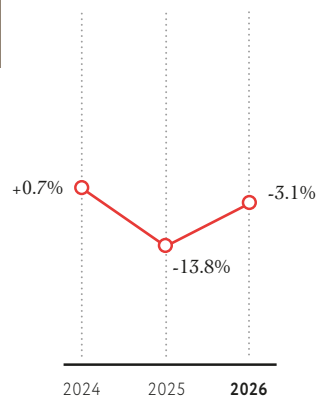
EUROPE, MIDDLE EAST
& AFRICA

€218.1 m

IN SALES



23% of total sales



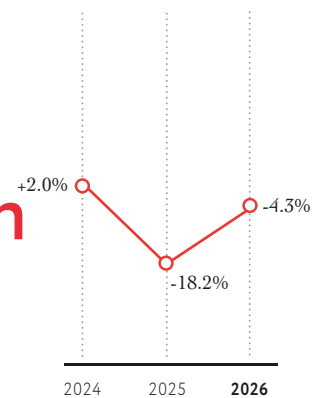
ASIA
PACIFIC

€356.0 m

IN SALES



38% of total sales



CREATING VALUE

THE GROUP'S DNA



TERROIR

- Preserving exceptional terroirs with **77%** of agricultural ingredients essential to the Group produced using certified responsible or sustainable methods
- **36%** reduction in water withdrawals (cumulative performance since 2022-23)
- **-15%** reduction in Scope 3 CO₂ emissions for which a science-based target has been set (including FLAG) on an absolute basis (cumulative performance since 2020-21)



PEOPLE

- Preserving ancestral know-how (cellar masters)
- Commitment to employee well-being
- Shared ethical responsibility



TIME

- Family-owned company since 1724
- Some of our eaux-de-vie have been ageing for more than 100 years
- Governance committed to supporting the Group over the long term

EXCEPTIONAL SPIRITS THAT ENCAPSULATE
THE EXPRESSION OF THEIR TERROIR...

A HIGH-END POSITIONING IN HIGH-GROWTH SEGMENTS

A portfolio
of 14 exceptional spirits

SUSTAINABLE
VALUE
CREATION

Adding value
to our spirits
(price/mix gains)

Reinforcing
brand
recognition
and brand appeal

... AND WHICH CREATE VALUE

Optimising portfolio management:

- clarifying each brand's mission within the Group
- setting priorities and maximising investment in the most lucrative brands



Driving sustained,
responsible and
profitable growth in
sales; maximising
gross margin

Increasing our investment capacity:

- in brands (media, digital, education)
- in the distribution network: developing a direct distribution network (boutiques, e-commerce, Private Client Directors, etc.)
- in the crafting of products that are respectful of the environment (responsible farming, eco-packaging, lower carbon emissions)

SHARED WITH ITS STAKEHOLDERS



EMPLOYEES

- The turnover rate was **11%** in 2025-26
- **38,144 hours** of training



STATE

- **€31.4 million** in corporate income tax paid in 2025-26 (tax rate: 28.7%)



CIVIL SOCIETY

- **€2 million** (over a period of 5 years) funded by the Rémy Cointreau Foundation to promote and pass on exemplary know-how



SHAREHOLDERS

- Steady increase in dividends over the past 20 years
- Dividend of **€0.75** for 2025-26
- Market capitalisation of close to **€2 billion** at 31-March 2026



LOCAL COMMUNITIES

- Heavy involvement with local communities in Cognac (France), Angers (France), Islay (Scotland) and Barbados



SUPPLIERS

- Alliance Fine Champagne is a shareholder in Rémy Cointreau with an interest of **2.05%**
- **61%** of our direct suppliers of agricultural ingredients trained in regenerative farming methods



THE SUSTAINABLE EXCEPTION

GEARING UP TRANSFORMATION

“The Sustainable Exception” is an ambitious transformation plan built on a clear vision, fuelled by analyses of impacts, risks and opportunities, CSR-driven governance at all Group levels. This is particularly evident in the conversion to regenerative farming methods for all its terroirs,

the use of renewable energies for its production sites, awareness and training of its employees on the issues of sustainability and responsible drinking, the ecodesign of packaging but also the circularity of glass.

THE CSR MANIFESTO

Sustainability in action – a concrete, evidence-based strategy

Faced with accelerating climate, agricultural and social challenges, Rémy Cointreau is taking structured, measurable action. Launched in 2020, our “Sustainable Exception” roadmap brings all our teams and partners together to achieve specific objectives, with three strategic focuses: protecting our terroirs, acting for our people and our communities, and committing through time.

Protecting our terroirs: a deep transformation of our agricultural and production models

The quality of our wines and spirits is directly shaped by the environmental quality and climate resilience of our terroirs. We are taking action to preserve these terroirs by helping the winegrowers and farmers we work with to introduce ambitious regenerative farming methods. We are also focusing on the development of climate-resilient varieties and securing our supply chain through the Rémy Cointreau “New Generation Terroirs” programme. At the same time, we continue to actively reduce the carbon footprint of our operations by staying on track with our decarbonisation pathway, optimising our water stewardship plan and enhancing the circularity of our packaging.

Acting for our people and local communities: a collective effort underpinned by proactive policies

All our employees and partners have a role to play in achieving the ambitious objectives set out in our roadmap. To enable everyone to contribute fully, Rémy Cointreau is investing in training, the transfer of know-how and the improvement of working conditions. We are providing similar support throughout our value chain – from suppliers through to distributors and bartenders – to scale up sustainable practices. Alongside this, the R.E.S.P.E.C.T “ritual” developed by the Group encourages consumers to drink responsibly.

Committing through time: trust built on ethics

Leading by example, with sincerity and transparency, are essential to building trust. That is why we apply the highest standard of business ethics, governance and sustainability in all our operating policies.

Since 2020, our Sustainable Exception programme is not static but continuously evolving, helping to make the Rémy Cointreau model more resilient and effective.

KEY FIGURES



TERROIR ~ ENVIRONMENT



CLIMATE CHANGE (E1)

CARBON FOOTPRINT

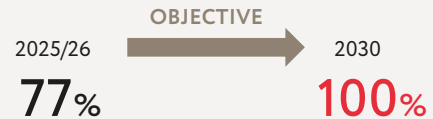


Reduction of Scope 3 CO₂ emissions for which a science-based target has been set (including FLAG) on an absolute basis (performance as a % since 2020-21)



BIODIVERSITY AND ECOSYSTEMS (E4)

BIODIVERSITY



Share of agricultural ingredients essential to the Group produced using certified responsible or sustainable methods (%)



WATER AND MARINE RESOURCES (E3)

WATER STEWARDSHIP



Reduction in water withdrawals (m³) (performance as a % since 2022-23)



RESOURCE USE AND CIRCULAR ECONOMY (E5)

RESOURCE INFLOWS AND OUTFLOWS



Share of products incorporating an ecodesign feature (%)



PEOPLE ~ SOCIAL



OWN WORKFORCE (S1)

DIVERSITY AND EQUAL OPPORTUNITIES



Share of Executive Committee seats held by women (%)



WORKERS IN THE VALUE CHAIN (S2)



Share of strategic suppliers with transparent, verified and auditable CSR practices (%)



CONSUMERS AND END-USERS (S4)

PRODUCT TRANSPARENCY, TRACEABILITY AND QUALITY



Number of substantiated customer complaints

STRATEGY AND OBJECTIVES

FINANCIAL TARGETS

2026-27 OBJECTIVES

In 2026-27, Rémy Cointreau anticipates a return to sustainable organic sales growth, with momentum expected to strengthen progressively over the year.

The Group also anticipates a slight organic improvement in Current Operating Margin. This projection is based on Current Operating Profit integrating an estimated €20 million in customs duties, compared with around €15 million in 2025-26.

Finally, Rémy Cointreau aims to maintain its leverage (net debt/EBITDA) below 3.5x at March 31, 2027.

In a particularly volatile environment and based on estimates to date, the Group expects a negative full-year currency effect of:

- between -€15 million and -€20 million on sales;
- between -€5 million and -€8 million on Current Operating Profit.

LAUNCH OF OUR 3-YEAR TRANSFORMATION PLAN: RC FORWARD

In a persistently complex and volatile environment, both economic and geopolitical, Rémy Cointreau has decided to go on the offensive with RC Forward, an ambitious three-year transformation plan.

The plan marks a decisive shift for the Group, with a particular focus on regaining market share, maximizing the potential of its brands, and sustainably strengthening its business model. It also represents a major contributor to the medium-term strategy and is designed to gradually reduce its dependence on macroeconomic cycles.

RC Forward is structured around three major strategic initiatives:

- the first aims to implement several sizeable growth projects designed to shape the Group's sales trajectory over the medium term. These initiatives are designed to sustainably reignite growth in Cognac, accelerate the development of other strategic categories, and strengthen the Group's presence in high-potential markets. Rémy Cointreau has identified five priority initiatives: the launch of a breakthrough innovation for Rémy Martin in the United States in Q1 2027-28, unlocking the full potential of both Rémy Martin XO and the Prestige division, scaling up in emerging markets, and accelerating the expansion of Global Travel Retail. These projects, which will contribute increasingly over time, represent important long-term growth drivers for the Group;

- the second initiative focuses on improving commercial execution by making distribution networks more efficient; by strengthening the Revenue Growth Management program; and by optimizing the effectiveness of A&P investments;
- the third initiative will strengthen the Group's business model through increased centralization of Group procurement.

Finally, RC Forward will be accompanied by a shift to a more agile and efficient business model, based on a clearer definition of roles between brands and regions, as well as simplified internal processes.

By 2028-29, Rémy Cointreau plans to generate approximately €100 million of value creation compared to 2025-26, at COP level. This estimate corresponds to the plan's gross contribution in the current economic environment, at constant exchange rates.

The value generated by RC Forward will reinforce the Group's medium-term objectives, which will be announced on November 25, 2026, alongside publication of first-half results.

(1) The COP forecast includes customs duties of €20 million (of which €15 million in the United States and €5 million in China). These estimates are based on the following assumptions:
- a minimum import price in China as defined in the agreement signed with MOFCOM;
- customs duties on US imports set at 15% for the European Union, and at 10% for the United Kingdom and Barbados.



KEY SUSTAINABILITY MATTERS AND RISKS

Terroir, People and Time. Our sustainability ambition is built around the three key pillars of the Rémy Cointreau signature:

- preserving our terroirs by reducing our environmental footprint and protecting biodiversity and resources;
- acting for our people and our communities, because a sustainable transformation can only be achieved as part of a collective effort;
- committing for the duration through our strategy, grounded in the strong resolve and responsible, ethical and hands-on governance needed to tackle climate challenges.

We analysed sustainability matters from a double materiality perspective ('outside-in' impacts on the Group and 'inside-out' impacts of the Group). This principle is a central element of the European regulator's approach to the structuring of future CSR strategies. It involves thinking about the matters in terms of the associated impacts, risks and opportunities.

Of the 20 matters or so that we have identified, the main environmental, social, human rights-related and corruption risks can be grouped into four main risk categories:

- **climate:** our ability to reduce our carbon impact (global risk, risk of carbon taxation and a restrictive regulatory framework);
- **environmental risks:** quality of agricultural supply in a context of climate change, biodiversity degradation and water stress (risk pertaining to the availability and quality of agricultural raw materials and water for the production of our products);

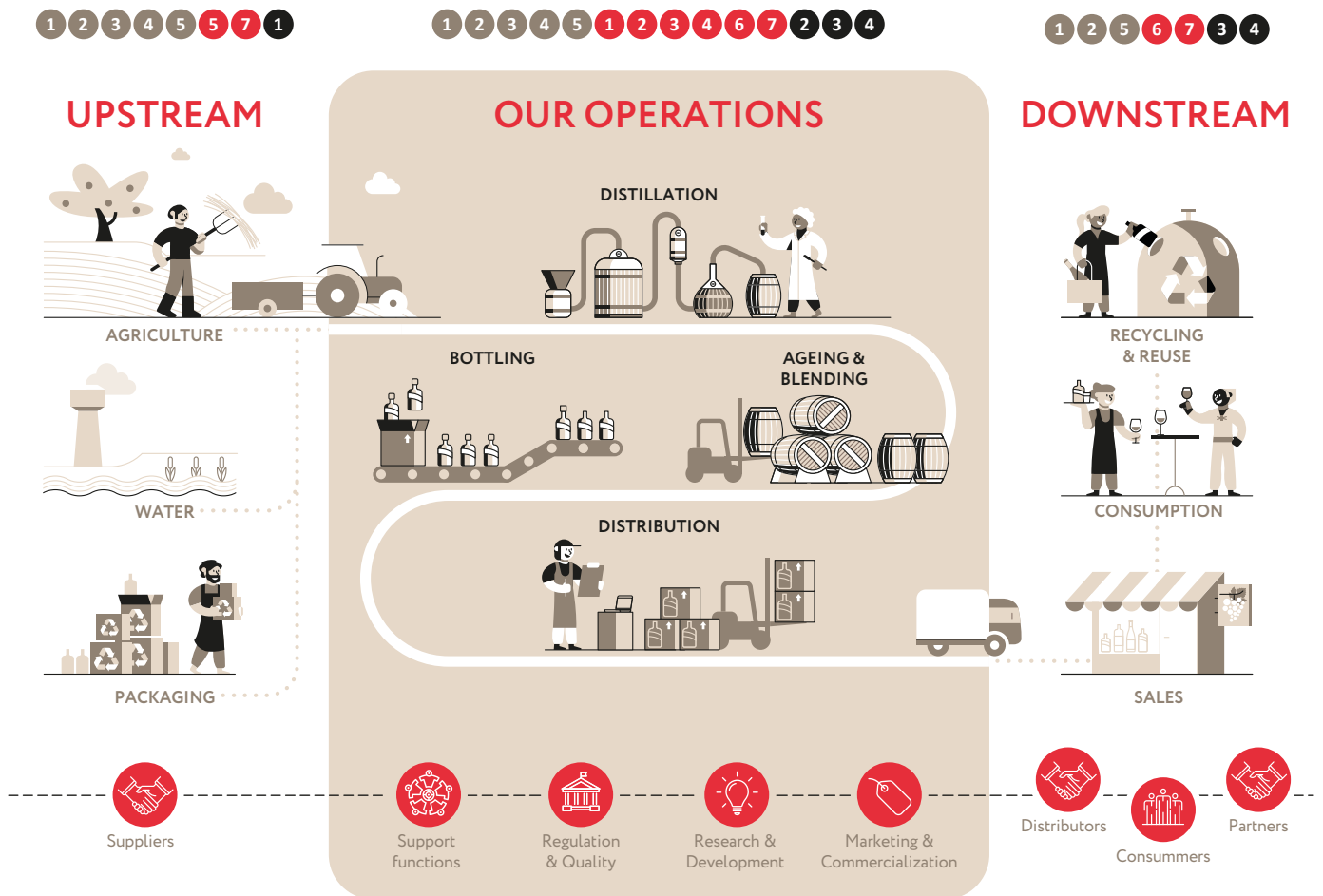
- **employees of the Company and the value chain:** the Group's ability to ensure that all of its employees and those of its partners enjoy respect for fundamental human rights, as well as adherence to the principles of diversity, equal opportunity, and good working conditions ensuring health and safety;
- **responsible drinking:** acceptability of alcohol-drinking by society (risks to the health of our employees and our customers).

The senior executives who are members of the Rémy Cointreau Executive Committee have a portion of their variable compensation (equally divided between quantitative and qualitative criteria) indexed to sustainability-related targets. As detailed in section 3.5.1 of this document, one of the four qualitative criteria making up their variable compensation is a CSR target set according to the Group's priority issues.

In 2025-26, the Executive Committee's sustainability-related targets, making up 5.5% of their variable compensation, related to the following matters: cutting our carbon emissions (ESRS E1), preserving biodiversity (ESRS E4), protecting resources (ESRS E5), diversity and inclusion (ESRS S1), responsible drinking (ESRS S4), governance adapted to climate issues and CSRD implementation (ESRS 2 and G1).

Matter	Executive Committee members with CSR targets	
 ESRS E1 <i>Climate</i>	Elisabeth Tona (CEO Liqueurs & Spirits) Mélanie Bulourde (Director of Operations and Group Social & Environmental Responsibility)	
 ESRS E4 <i>Terroir and biodiversity</i>	Douglas Taylor (CEO Scotch Whisky and Gin)	
 ESRS E5 <i>Circularité</i>	Sophie Phe (CEO China including Hong Kong, Macau and Taiwan)	
 ESRS S1 <i>Diversity & Inclusion</i>	Douglas Taylor (DG Scotch Whisky et Gin) Clarisse Petit (Group Chief Human Resources Officer) Ian McLernon (CEO EMEA, North and South Asia-Pacific and Travel Retail)	
 ESRS S4 <i>Responsible drinking</i>	Carina Alfonso Martin (Chief Communication Officer)	
 GOV <i>CSR governance and risk management</i>	Mélanie Bulourde (Director of Operations and Group Social & Environmental Responsibility)	
 Taxonomy	Luca Marotta (Group Chief Financial Officer)	

Sustainability matters and risks for the Group in the value chain



OUR IMPACTS

TERROIRS

- 1 Climate resilience
- 2 Carbon footprint
- 3 Water management
- 4 Biodiversity
- 5 Resources and waste

PEOPLE

- 1 Employee engagement
- 2 Diversity and equal opportunities
- 3 Working conditions
- 4 Health and safety
- 5 Workers in the value chain
- 6 Responsible drinking and customer relationship
- 7 Transparency, traceability and quality

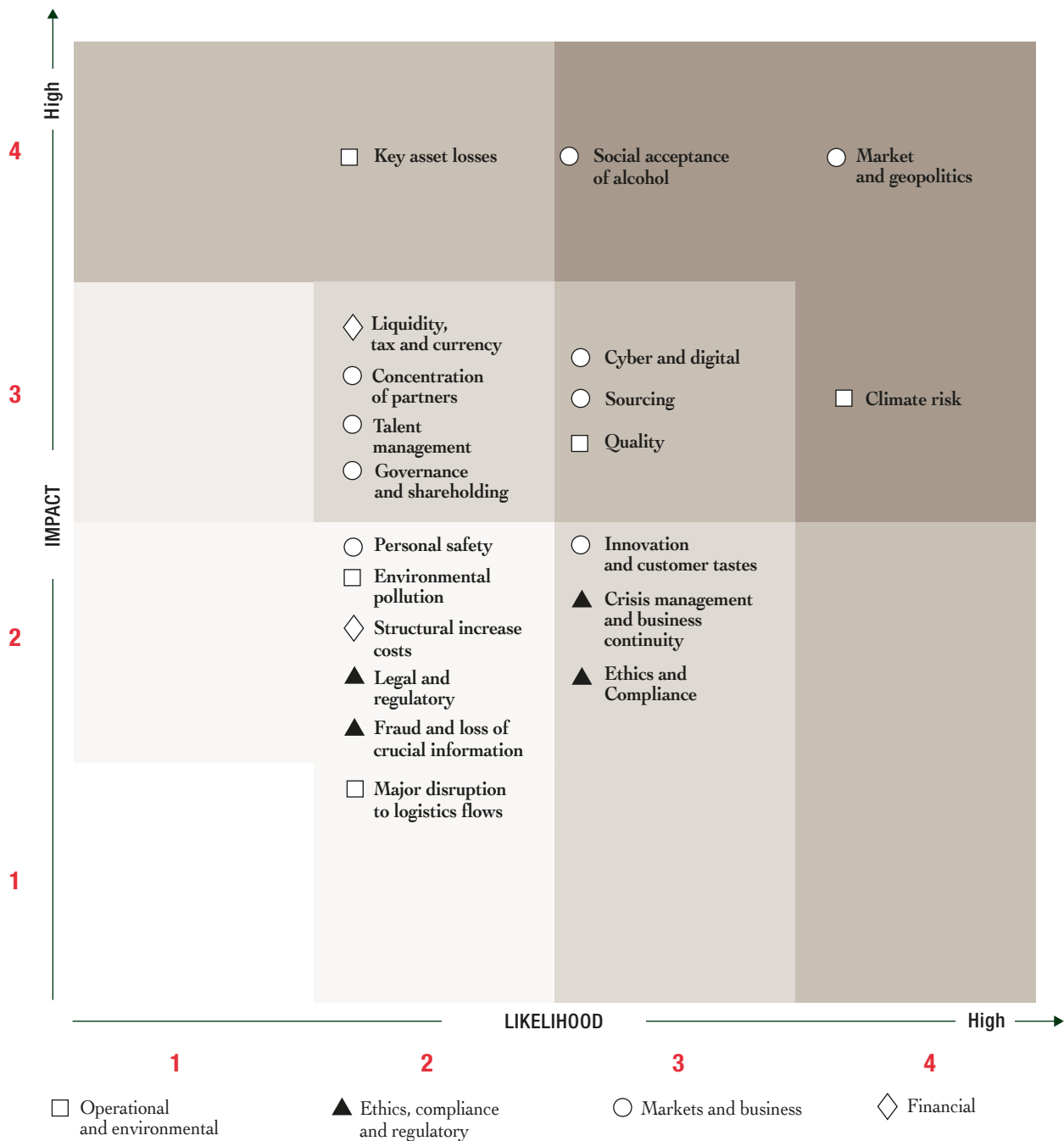
TIME

- 1 Responsible purchasing
- 2 Business ethics
- 3 Responsible lobbying
- 4 Digital responsibility

OUR MAIN STRATEGIC AND FINANCIAL RISKS

We have introduced a system to anticipate and manage our risks. This system is constantly updated to factor in any new regulatory, legislative, economic, societal, geopolitical or competitive developments.

The following table shows the main risk factors to which we are exposed given our business model (more details are provided in chapter 2 of this report).



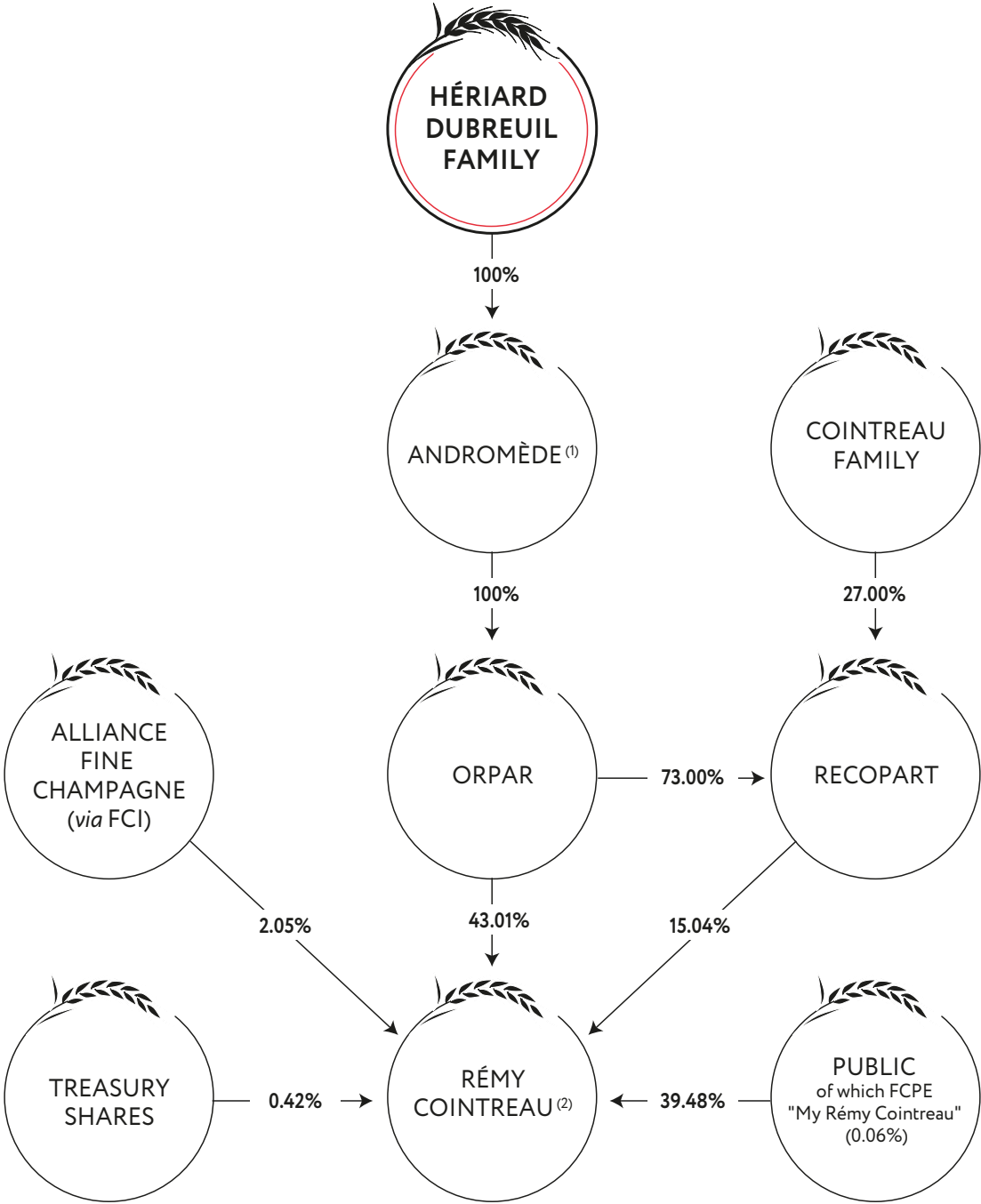
Risks with a score of less than 3 are considered immaterial according to the double materiality assessment.



COMPANY OWNERSHIP

SHAREHOLDING STRUCTURE

At 31st March 2026 (% equity interest)



(1) Rémy Cointreau is consolidated within the Andromède Group.

(2) Only Rémy Cointreau shares are admitted to trading on a regulated market.

SHARE PERFORMANCE AND DIVIDENDS

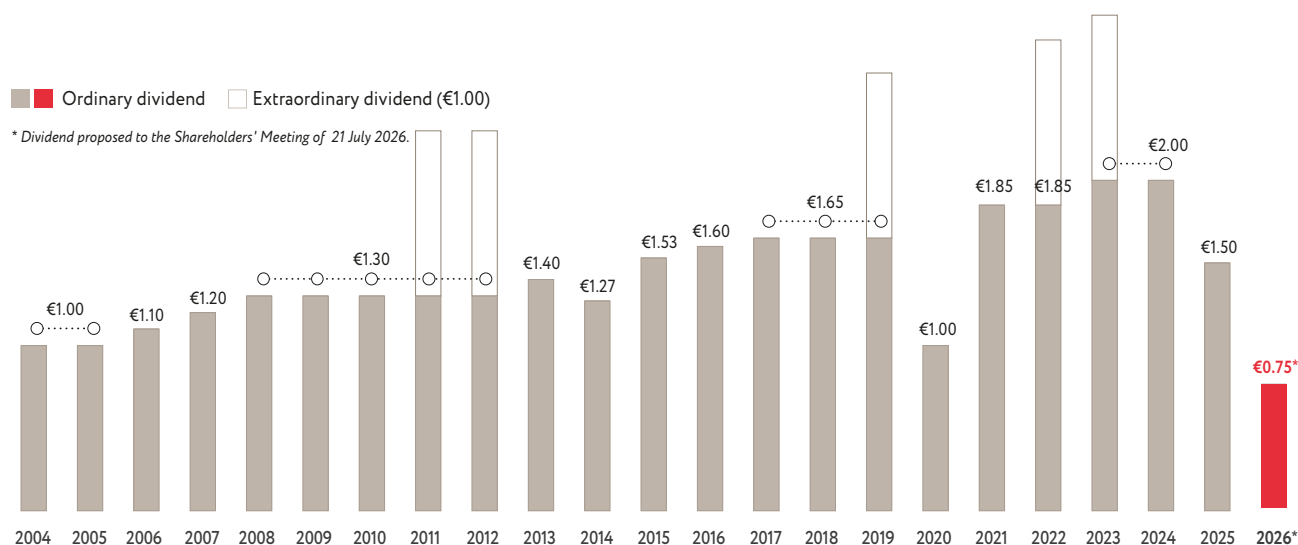
PERFORMANCE OF THE SHARE OVER THE PAST FIVE YEARS

The Rémy Cointreau share price has fallen in the past five years, bringing our market capitalisation to nearly €2 billion as at 31 March 2026.



REGULAR DIVIDEND PAYOUTS

Over the past 20 years, we have paid out an annual dividend which has increased in stages. In addition, we have also paid an extraordinary dividend of €1.0 per share in respect of 2010-2011, 2011-2012, 2018-2019, 2021-2022 and 2022-2023.





1

2025-26 SUSTAINABILITY REPORT

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1.1 GENERAL DISCLOSURES

1.1.1 BASIS FOR PREPARATION OF THE SUSTAINABILITY STATEMENT

1.1.1.1 Specific circumstances

We have endeavoured to follow the Disclosure Requirements set out in the European Sustainability Reporting Standards (ESRS), as applicable at the date of preparation of the sustainability statement, based on available information (required disclosures about policies, actions, metrics and objectives) and within the set timeframe.

This section describes the material sustainability matters for Rémy Cointreau for the financial year ended 31 March 2026, in accordance with:

- the requirements of the new EU Directive 2022/2464 on corporate sustainability reporting, also referred to as the "CSRD", which has replaced and broadened the requirements of EU Directive 2014/95 on the disclosure of non-financial information, with a view to harmonising and enhancing non-financial corporate disclosures;
- Regulation (EU) 2020/852 of 18 June 2020 (the "Taxonomy Regulation"), which established a framework to facilitate sustainable investment in the European Union.

The cross-reference tables regarding the disclosures required by these European regulations are contained in section 1.5.2 "CSRD disclosure requirements satisfied by Rémy Cointreau in the sustainability statement".

Rémy Cointreau is also a signatory to the United Nations Global Compact and, as such, communicates each year on the progress made in advancing the principles of the Compact.

An explanation of the scope and methodology used to obtain, collect, estimate (where applicable) and report data is provided in section 1.1.1.2 "Reporting scope".

All the quantitative and qualitative data provided in this section should be interpreted based on this methodology and subject to the explanations and descriptions contained therein.

This section is an integral part of the management report and has been audited by a statutory auditor with the authority to certify sustainability disclosures, as required by the CSRD. The auditors' report is contained in section 1.6 "Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852".

1.1.1.2 Reporting scope

This sustainability report covers the Group's entire value chain, as described on page 25 of the integrated report.

The scope of this sustainability report is identical to the scope that is covered by the financial statements, as described in note 28 "List of consolidated companies".

Some sections of this report contain sustainability disclosures specifically relating to the Group's value chain, both upstream (particularly the Group's suppliers) and downstream (customers).

Reporting period

The reporting period is the same as for the consolidated financial statements, drawn up for the period from 1 April 2025 to 31 March 2026.

In preparing this sustainability report, we have not availed ourselves of the option to omit any specific sensitive information (in accordance with ESRS 1, section 7.7, and Article 19a(3) and Article 29a(3) of Directive 2013/34/EU).

Clarification regarding the environmental reporting scope

Unless otherwise stipulated in the metric definitions, all Group sites are included in the scope of the sustainability report.

Methodological limitations and uncertainties

The Group is committed to continuously improving the accuracy and transparency of its sustainability information. This report has been prepared using the most reliable information available as of the publication date. Some information remains subject to limitations, particularly in the absence of standardised sector methodologies. Where primary data was not available, Rémy Cointreau used estimates provided by the most reliable intermediaries and the most widely-recognised sector methodologies. This notably applied to information relating to the upstream and downstream value chain.

1.1.1.3 Time horizons

In accordance with ESRS 1, we assessed the time horizon for each impact, risk and opportunity (IRO) wherever the relevant IRO was deemed "material", from both an impact materiality and a financial materiality perspective.

The thresholds were set in accordance with the requirements set out in ESRS 1:

- short term (S): one year ("the period adopted by the undertaking as the reporting period in its financial statements");
- medium term (M): more than one year and up to five years;
- long term (L): more than five years.

We use the same definitions throughout the report, particularly for projections and for objectives relating to different time horizons.

1.1.1.4 Phase-in provisions

Use of transitional provisions

Rémy Cointreau has elected to apply all phase-in provisions allowing it to omit disclosure of the anticipated financial effects of risks and

opportunities related to material ESRS environmental topics for the Group. As a result, capital expenditure (CapEx) and operating expenditure (OpEx) associated with action plans are not disclosed in this document, but will be reported for the financial year ending 31 March 2027.

ESRS	Disclosure requirements not applied for the financial year ended 31 March 2026 under transitional provisions
ESRS E1	E1-9 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities
ESRS E3	E3-5 – Anticipated financial effects from water and marine resources-related impacts, risks and opportunities
ESRS E4	E4-6 – Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities
ESRS E5	E5-6 – Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities

Furthermore, the Group partially applies the phase-in provisions as regards quantitative and qualitative information relating to the value chain. Accordingly, the sustainability statement may contain estimates in respect of information relating to the Group's upstream or downstream value chain. These estimates are disclosed in the relevant ESRS sections of the sustainability statement, together with their definitions, calculation methods, scope, level of accuracy and, where applicable, the actions envisaged to improve them.

Carbon emissions reduction pathway

Following on from our commitment to an emissions reduction pathway under the Science Based Targets initiative (SBTi), we reviewed the emission factors for this pathway in January 2023, leading to an increase in our CO₂ emissions over the entire period covered by this SBT commitment on the basis of Scope 3, Category 1 emissions, compared with the 2020-21 baseline. We also conducted a methodological review of the accounting of emissions associated

with the transportation of finished goods by the Group, which were reclassified from Scope 3, Category 9 to Scope 3, Category 4. As a result, the commitment relating to Scope 3, Category 9 is no longer applicable.

However, since our Scope 1, 2 and 3 emission reduction commitments are provided on an absolute basis, the pathways disclosed in this document integrate the reduction objectives we set in 2023, based on revised emission factors.

The Group will submit its targets to the SBTi again in 2028, in accordance with the five-year renewal requirement.

Mapping of water-related risks

We acquired the Waterplan risk mapping solution in 2024-25 to analyse as accurately as possible the water-related risks to which our activities are exposed.

1.1.2 GOVERNANCE

The governance of Rémy Cointreau ensures that the Group's CSR policy is an integral part of its overall strategy, at all levels of management, from the Board of Directors through to the teams responsible for steering actions within our Houses.

This is an essential condition for ensuring that the Group's CSR policy is credible in the eyes of external stakeholders and for engaging all employees in its roll-out. This active governance involvement inspires collective confidence in our sustainability commitments by ensuring that we implement our CSR strategy effectively and consistently at all levels of our organisation.

1.1.2.1 Presentation and roles of CSR governance bodies

Rémy Cointreau has a three-pronged CSR governance structure, with management committees that define the Group's overall strategy, operating committees that oversee the implementation of this strategy, as well as compliance with the Group's sustainability commitments and the management of risks, and a Central Group Social and Environmental Responsibility department that is tasked with defining and rolling out the CSR roadmap with the help of committees of experts and local CSR teams.

The management committees encompass:

- the Board of Directors, the composition, operation and work of which is described in section 3.2 of the universal registration document ("URD"). The Board reviews how the Group's main risks are evolving and examines the associated action plans, and

determines the strategic directions for Rémy Cointreau according to environmental and social matters, as well as the related budgets to be allocated in order to take preventive and corrective action;

- the CSR Committee is a specialised committee (the composition, operation and work of which are described in section 3.2.4.5 of the URD) within the Board of Directors that monitors the roll-out of CSR policies, validates the outcomes of the sustainability audit provided for under the CSRD and reviews the non-financial ratings resulting from actions undertaken. This committee meets four times a year.

The operating committees encompass:

- the Executive Committee, the composition, operation and work of which is described in section 3.3.2 of the URD. The Executive Committee oversees the effective and operational implementation of the Group's CSR strategy at the highest level. Some members of the Executive Committee are "leads" in key sustainability-related areas;
- the CSR Risk Committee, which includes the Group Head of Audit, Compliance and Insurance, the Group Head of Ethics and Compliance and members of the Group Social and Environmental Responsibility department. This committee verifies, manages and monitors the reliability of information relating to impacts, risks and opportunities (IROs) at Group level, and of the data reported by contributors. Established in 2025, it ensures that collected information is reliable. It meets twice a year and its members report directly on its work to the Executive Committee, the CSR Committee and the Board of Directors.

CSR governance is structured as follows:

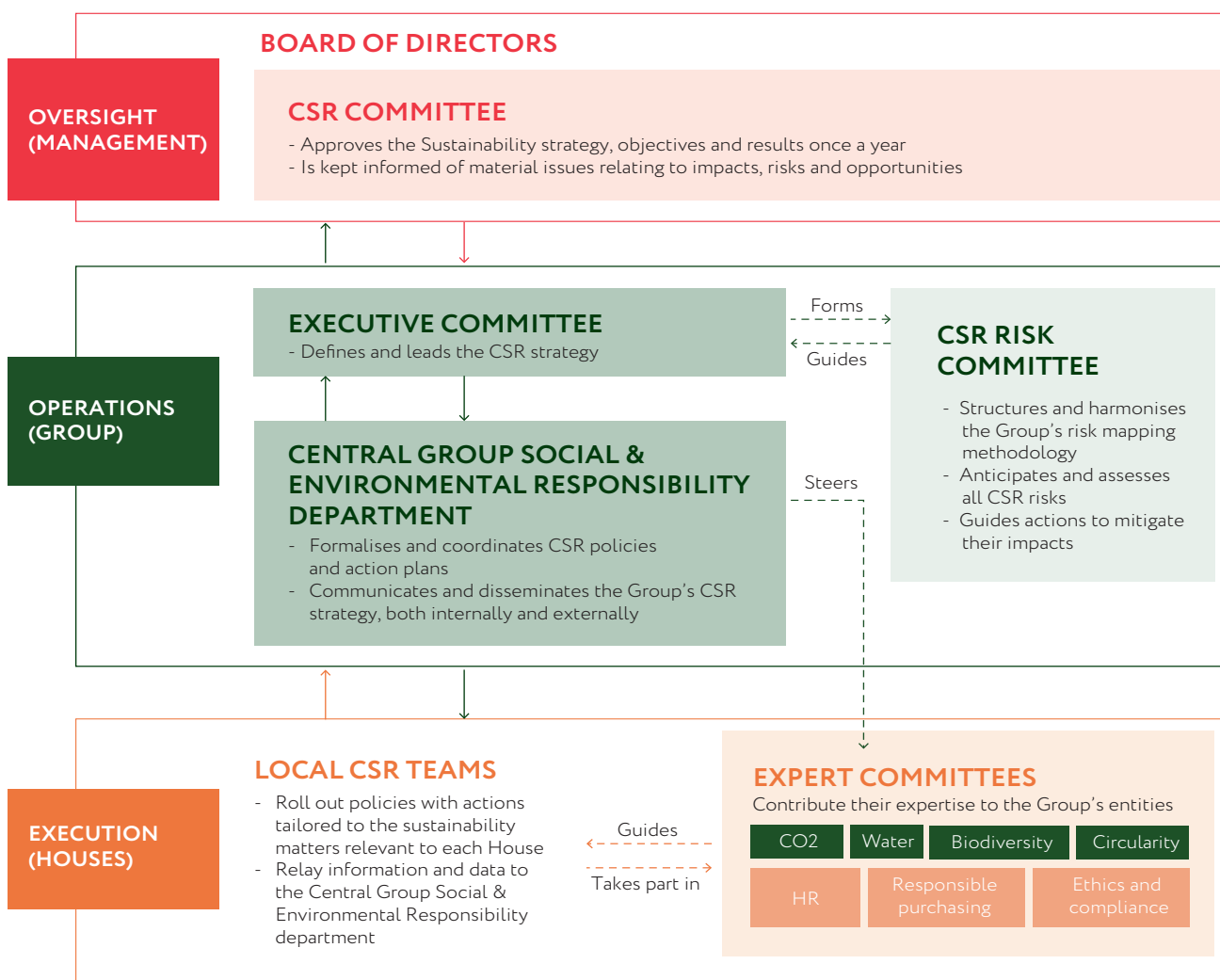
- a Central Group Social and Environmental Responsibility department, run by the Director of Operations and Group Social and Environmental Responsibility, who is also a member of the Executive Committee. The Group Social and Environmental Responsibility department is tasked with preparing and drafting the Group's environmental policies. It also handles matters relating to the Sustainable Exception strategy and the sustainability statement, and monitors the achievement of the objectives set out in the CSR roadmap. It provides an update to the Executive Committee every two months and to the CSR Committee each quarter and regularly reports to the Board of Directors.

The Group Social and Environmental Responsibility department also monitors sustainability-related matters on a monthly basis that might have an impact on the Group's activities. Every quarter, it reports any identified matters to the CSR Risk Committee, which can then identify any critical factors for the Group that might have implications for the mapping of impacts, risks and opportunities;

- committees of experts comprising a lead expert on the issue at hand, and relevant technical experts at the production sites or in markets. These committees meet every quarter to review progress with the roadmap, as well as any changes in regulatory

requirements that might have a bearing on their scope of expertise, and the roll-out of new projects and actions launched. They also review the status of metrics consolidated in Group policies. Lastly, they provide support to different departments in their particular areas of expertise, for training, the definition of best practice or any other area in which their expertise is required;

- local CSR teams at site and market level, comprising business line experts who work closely with the Group Social and Environmental Responsibility department and with the committees of experts, and are tasked with rolling out the roadmap at local level according to the criticality of the IROs and the degree of technical feasibility.
 - Supported by the local finance teams, the local CSR teams regularly report to the Group Social and Environmental Responsibility department through its local committees of experts on progress with action plans, the effectiveness of these plans based on performance indicators, and the allocated budgets.
 - The local CSR teams are also regularly involved in updating the IRO mapping using monitoring material prepared by the CSR Risk Committee, and define action plans to address any identified risks in accordance with the Group's procedures, policies and objectives.



1.1.2.2 Sustainability-related training of members of the administrative, management and supervisory bodies

Board of Directors

The members of the Board of Directors are, in their capacity as members of the Board's specialised CSR Committee, both trained on the Group's sustainability matters and CSR strategy, and informed about any developments relating to these matters at quarterly committee meetings. These sessions are hosted by the Group Social and Environmental Responsibility department and cover the monitoring of Group sustainability-related objectives and actions, as well as training on new or complex sustainability matters that are relevant to Rémy Cointreau.

In 2025-26, a methodology for harmonising the Group's various risk mapping exercises was presented to the CSR Committee:

- a double materiality assessment;
- local risk mapping based on the ISO 14001 methodology;
- corruption risk mapping;
- Group net risk mapping;
- climate- and water-related risk mapping;
- biodiversity risk mapping;
- mapping of strategic suppliers.

Every year, the CSR Risk Committee presents to the CSR Committee the work carried out to monitor and update the risk mapping, together with the related action plans and objectives.

Executive Committee

The members of the Executive Committee are also trained in sustainability matters relevant to the Group through special quarterly committee meetings. During these meetings, the Social and Environmental Responsibility department presents trends in the tracked indicators against the objectives set in the Group's CSR strategy. The Group's overall CSR trajectory and action plans, together with the budget required to undertake these plans, are also approved at these meetings.

A "CSR Academy" training programme (the content of which is described in section 1.3.1.5 "Actions and resources related to own workforce"), developed in conjunction with an outside consultancy, was introduced in 2024 to raise awareness among the members of the Board's CSR Committee and the members of the Executive Committee about environmental matters and the associated actions taken by the Group.

The duties, qualifications and professional experience of the Executive Committee members give them particular insight into the sustainability matters that are material for the Group.

Matter	CSR Committee/Executive Committee member with expertise related to the sustainability matter
 ESRS E1 <i>Climate</i>	Operations and Group Social and Environmental Responsibility Department CSR Committee Chair
 ESRS E4 <i>Terroir and biodiversity</i>	Operations and Group Social and Environmental Responsibility Department CSR Committee Chair
 ESRS E5 <i>Resource use and circular economy</i>	Operations and Group Social and Environmental Responsibility Department CSR Committee Chair
 ESRS S1 <i>Training and Diversity & Inclusion</i>	Operations and Group Social and Environmental Responsibility Department CSR Committee Chair
 ESRS S4 <i>Responsible drinking</i>	Sales Department Human Resources Department Communication Department
 GOV <i>CSR governance and risk management</i>	Director of Operations and Group Social and Environmental Responsibility Brand departments CSR Committee Chair and members

1.1.2.3 Meeting agendas

The agenda for CSR Committee meetings is decided by the Group Social and Environmental Responsibility department. In 2025-26, the following items were discussed:

- reporting of key performance indicators from the GHG emissions assessment, regular status updates on the implementation of CSRD reporting requirements and follow-up of the roll-out of circular economy actions;
- presentation of the Group's audit outcomes and ratings, and of awards received;
- presentation of the new risk mapping methodology, harmonised across the different functions;
- presentation of the CSR budget and follow-up of the Group's climate actions and science-based targets established as part of the pathway set by the Group (FLAG and non-FLAG);
- presentation of the outcomes of scientific climate, biodiversity and water risk analyses, together with the changes in regulations affecting the Group.

1.1.2.4 Integration of sustainability-related performance in incentive schemes

Short-term variable compensation

Chief Executive Officer

The portion of the Chief Executive Officer's short-term variable compensation tied to sustainability performance is indexed to the arithmetic mean of variable compensation for the members of the Executive Committee.

Members of the Executive Committee

The senior executives who are members of the Rémy Cointreau Executive Committee have a portion of their variable compensation divided between quantitative and qualitative performance criteria indexed to sustainability-related objectives. These objectives are set in accordance with the Group's priority sustainability matters and reflect each senior executive's areas of responsibility.

The Group Social and Environmental Responsibility department sets the non-financial objectives for short-term variable compensation, which are approved at the beginning of the financial year by the Chief Executive Officer. These objectives are based on the following principles: measurability, accuracy and operational relevance.

The Nomination-Remuneration Committee is tasked with monitoring the achievement of the Group's objectives with a view to calculating the variable component of the Executive Committee members' compensation.

The various compensation components are detailed on page 9 "Senior management". The portion linked to sustainability-related performance criteria represented 5.5% of the total compensation awarded to senior executives, an increase of one percentage point compared with 2024-25.

The table below presents the sustainability-related performance targets used to determine part of the variable compensation of each member of the Executive Committee.

Matter	Executive Committee members with sustainability-related targets
 ESRS E1 Climate	Elisabeth Tona (CEO Liqueurs & Spirits) Mélanie Bulourde (Director of Operations and Group Social and Environmental Responsibility)
 ESRS E4 Terroir and biodiversity	Douglas Taylor (CEO Scotch Whisky and Gin)
 ESRS E5 Resource use and circular economy	Sophie Phe (CEO China including Hong Kong, Macau and Taiwan)
 ESRS S1 Diversity & Inclusion	Douglas Taylor (CEO Scotch Whisky and Gin) Clarisse Petit (Human Resources Director) Ian McLernon (CEO EMEA, North and South Asia-Pacific and Travel Retail)
 ESRS S4 Responsible drinking	Carina Alfonso Martin (Chief Communication Officer)
 GOV CSR governance and risk management	Mélanie Bulourde (Director of Operations and Group Social and Environmental Responsibility)
 Taxonomy	Luca Marotta (Group Chief Financial Officer)

Long-term variable compensation

Performance shares are awarded free of charge to members of senior management and the Executive Committee, “key contributors”⁽¹⁾, “pillars” of the organisation⁽²⁾ and “high flyers”⁽³⁾.

There are two conditions that must be satisfied for the performance shares awarded free of charge during the year to each Executive Director (Chairwoman of the Board of Directors and Chief Executive Officer) to vest:

- a condition of service with the organisation as of the vesting date;
- three performance conditions, of which one linked to sustainability matters.

For the free shares awarded during the year to vest in their entirety, the Group must achieve its objective to have 90% of its products incorporate an ecodesign feature by the end of the 2027-28 financial year.

An explanation of the performance conditions is provided in section 3.5.2 “*Compensation of Executive Directors*” – point (ii) of Table 6 “Performance shares granted free of charge during the financial year to each Executive Director by the issuer and by any Group company”.

1.1.2.5 Risk management and internal controls over sustainability reporting

The internal control and risk management system has been extended to cover sustainability-related risks, notably with the establishment of a CSR Risk Committee in 2025.

This new committee is tasked with ensuring that the method used by all contributors to report data is reliable, accurate and consistent, and that data integrity is safeguarded. The verifications cover data identifying risks, impacts and opportunities, as well as the related reporting data.

It is also responsible for maintaining and amending the Group internal control framework in light of the IROs identified through risk mapping.

Details are provided for each financial year on the risks that the internal controls are designed to cover, as well as all the Group procedures or policies that facilitate the implementation of controls within operational entities, most notably:

- matrix-based monitoring of IROs;
- non-financial reporting protocol;
- Group policies;
- Group roadmap.

Through its members and their respective roles, the CSR Risk Committee performs broad checks on the information reported by the sites and subsidiaries.

Risk management and first-level controls

At the end of the financial year, the Central Group Social and Environmental Responsibility team verifies the reliability and compliance of the information reported by all contributors, focusing in particular on previously identified key risks and their likelihood of occurrence (complex or new data, number of contributors involved, etc.).

Internal control system

First-level controls on reporting data are carried out by the contributors themselves using a “reporting trail” that includes historical data, enabling them to analyse variations. A comparative analysis is also carried out by the person responsible for consolidated data at central level. Where there is a material discrepancy, the person responsible for consolidated data will review each datapoint with the help of the contributor.

Main identified risks associated with data collection and reporting

The controls performed by the contributor and by the person responsible for consolidated data at central level are carried out based on the main risks identified beforehand:

- risks relating to data quality:
 - input or calculation errors arising from the use of manual processes or inconsistent tools (typos, unit errors, double counting, etc.);
 - incomplete or unavailable data, particularly at certain entities or in certain value chains (ill-adapted or non-existent emission factors, etc.);
- organisational risks:
 - multiple contributors with differing levels of maturity,
 - reliance on third parties (suppliers, partners) for certain data;
- risks related to information systems: tools not integrated into Group tools;
- regulatory and compliance risks: a fast-changing regulatory framework requiring the frequent adaptation of processes.

Risk management and second-level controls

The system of controls and identification of risks follow the method described in section 2.1 “*Internal control and risk management*”.

(1) Managers who have a strategic role (mainly brand managers and regional managers) and managers who report to senior management.

(2) Managers who perform an essential role that requires experience and who would be difficult to replace.

(3) Managers who have been identified as potentially able to reach senior management level, or who could be promoted through two levels of management.

1.1.3 RISK MAPPING

Risk management and internal controls at Rémy Cointreau are based on: (i) a set of risk maps; (ii) a harmonised risk identification methodology; and (iii) updating procedures.

1.1.3.1 Risk mapping frameworks

The mapping of environmental and social risks at the Group is structured in such a way as to identify and measure the risks that may have a bearing on business continuity, as well as compliance with the regulations in force, namely the reliability of reports and the achievement of objectives.

This risk mapping draws on a series of assessments integrated into the overall Group risk mapping process, including:

- a double materiality assessment;
- the mapping of climate risks at our industrial sites (methodology and outcomes provided in section 1.2.1 “Climate change”);
- the mapping of water stress risks at our industrial sites (methodology and outcomes provided in section 1.2.2 “Water resources”);
- the mapping of biodiversity-sensitive areas (methodology and outcomes provided in section 1.2.4 “Biodiversity”);
- the mapping of climate risks to our supply chains (methodology and outcomes provided in section 1.2.4 “Biodiversity”);
- the mapping of high-risk strategic suppliers (methodology described in section 1.3.2 “Workers in the value chain”);
- reports and complaints filed by employees, suppliers and customers, recorded and followed up by the compliance department;
- customer satisfaction surveys.

1.1.3.2 Double materiality assessment

The methodology used for our double materiality assessment is aligned with the requirements set out in ESRS 1. The other risk mapping exercises are based on a set of internal frameworks and procedures.

Review

The double materiality assessment identifies the material sustainability-related impacts, risks and opportunities (IROs) for the Rémy Cointreau group. It draws on a set of assessed sustainability matters, using as a starting point the centralised sector-agnostic matters in ESRS 1 (Application Requirement AR 16) listing the topics, sub-topics and sub-sub-topics corresponding to the topical standards and requiring a materiality assessment.

An initial double materiality assessment was carried out in 2023 in accordance with EFRAG guidelines, and then updated in 2024-25 in accordance with the CSRD and the methodologies developed by the European Commission and EFRAG and other guidelines. The assessment was carried out by a specialised independent consultancy based on various data sources:

- the existing materiality assessment, which displayed relatively consistent outcomes, despite differences in objectives and methodologies;
- the outcomes of other Rémy Cointreau risk mapping exercises (climate risks identified using the Axa Climate solution);
- international standards applying to the Group: Science-Based Targets (SBT), ILO;
- an analysis of peer practices;

- a series of qualitative interviews with key persons at Group-level and at local entity level.

Themed workshops brought together executives from diverse backgrounds (Risk and Compliance, Purchasing, QSE, R&D, Operations, Strategy, Human Resources, Group Social and Environmental Responsibility, Legal, Finance and Public Affairs), representing the various locations of the Group’s sites (United States, United Kingdom, France and Barbados), to facilitate:

- a deep understanding of the context surrounding the actual and potential, adverse and positive, impacts related to our activities;
- the identification of potentially material IROs resulting from our own operations and our value chain, and the scoring of these IROs for each sustainability matter.

This was a comprehensive double materiality assessment that covered all the entities consolidated for financial reporting purposes, together with the Group value chain integrating our tier 1 suppliers.

Scoring

The double materiality assessment was conducted on “inherent” IROs, i.e. without taking into consideration any existing means of mitigation, using a scoring scale of 1 to 4, consistent with EFRAG recommendations, ranging from low to critical.

Impact materiality

A sustainability matter is material for Rémy Cointreau where it has a financial materiality or impact materiality score of 3 or above, and where there is a connection between our activities and the identified impacts on people or the environment over the short, medium or long term.

Impacts are assessed according to “severity” and “likelihood of occurrence” criteria set out in the CSRD.

Severity

The severity of a sustainability matter is based on its impact on people and the environment and is determined based on three combined factors, scored on a materiality scale of 1 to 4:

- scope, with 1 being negligible (for matters of limited scope) and 4 being the maximum impact from a geographical and human perspective;
- scale (magnitude), with a score of 1 being assigned where the impact does not alter pre-existing conditions in any way, and a score of 4 where the scale of the impact is greatest;
- irremediable character, with 1 being assigned to sustainability matters that can be easily remediated with minimal effort and a neutral impact on human, financial and material resources, and 4 to irremediable matters where nothing can be done to restore something to its original state.

The severity of a matter is the mean score for the three factors (scope, scale and irremediable character), weighted by the likelihood of occurrence, except in the case of a potential negative human rights impact, in which the severity of the impact takes precedence over its likelihood.

Likelihood of occurrence

The likelihood of occurrence is used to weight the mean score for the three factors of impact severity.

1 carries a low likelihood of occurrence and a weighting of 0.7, while 4 carries a very strong likelihood of occurrence and no weighting.

Financial materiality

A sustainability matter is material from a financial perspective where it could reasonably be expected to affect the Group's development, financial position, financial performance, cash flows, access to finance or cost of capital over the short, medium or long term.

Severity

Financial effects are assessed using two criteria: a financial criterion (quantitative) and a reputational criterion (qualitative):

- financial criterion: on a scale of 1 to 4, with 1 designating financial effects equating to less than 5% of current operating profit (COP), and for which rapid corrective actions can be taken, and 4 designating major financial effects equating to more than 50% of COP, with long-term impacts;
- reputational criterion: also on a scale of 1 to 4, with 1 designating a low impact and 4 large-scale publicity with no control over content.

Likelihood of occurrence

The likelihood of occurrence is used to weight the financial impact score.

1 carries a low likelihood of occurrence and a weighting of 0.7, while 4 carries a very strong likelihood of occurrence and no weighting.

Time horizons

We use the following time horizons:

- short term: the period adopted as the reporting period for our financial statements;
- medium term: more than one year and up to five years;
- long term: more than five years.

Scoring process

The scoring workshops for this double materiality assessment were led by a specialised consultancy, with contributions from internal Rémy Cointreau stakeholders.

The IRO reassessment phase was conducted in four stages:

- the IROs from the previous double materiality assessment were identified and developed further. In this first stage, the previous points escalated by stakeholders were considered, and checks were carried out to ensure that the entire list of sustainability matters under ESRS 1 (AR 16) was covered by at least one IRO;
- the consultancy then pre-scored the IROs based on its own comparative analysis of equivalent business sectors;
- six workshops were held with specific themes – Social, Governance and Societal, Manufacturing, Environment, Purchasing and Biodiversity – bringing together executives from diverse backgrounds (Risk and Compliance, Purchasing, QSE, R&D, Operations, Strategy, Human Resources, Group Social and Environmental Responsibility, Legal, Finance and Public Affairs) and from various countries (United States, United Kingdom, France and Barbados);
- the views expressed were then collated, giving an initial ranking of the IROs in order of priority.

Views of stakeholders

The views of external stakeholders reflecting the Rémy Cointreau value chain were taken into account during the double materiality assessment. Regular feedback is also obtained through the stakeholders who interact with the engagement channels described in section 1.1.4.2 "Interests and views of stakeholders".

Group risks

Sustainability matters

The selected sustainability matters were analysed from a double materiality angle (impact materiality and financial materiality), while also factoring in the outcome of other risk mapping exercises carried out by the Group.

Selection of sustainability matters based on material IROs

The Group's sustainability matters have been divided into three themes that echo the three values underpinning our business model: Terroirs – Environment (ESRS E), People – Social (ESRS S) and Time – Governance (ESRS G).



TERROIR-RELATED IROS

CSRD TOPIC	TYPE OF IRO	IRO DESCRIPTION
 CLIMATE CHANGE (E1)	CLIMATE RESILIENCE	
	i M L ◀ ■	Vulnerability of agricultural land and local communities
	i M L ◀	Sustainable agriculture practices
	R C M L ◀ ■ ▶	Climate-related vulnerability of our activities
	CARBON FOOTPRINT	
	i C M L ◀ ■ ▶	Greenhouse gas emissions
	R C M ◀ ■ ▶	Increase in costs related to decarbonisation
 WATER AND MARINE RESOURCES (E3)	○ C M L ■	Economic gain related to the climate transition
	WATER STEWARDSHIP	
	i C ◀ ■	Increasing water scarcity and stress
 BIODIVERSITY AND ECOSYSTEMS (E4)	R C ■	Restrictions on water use
	BIODIVERSITY	
	i C M L ◀ ■	Agricultural practices that harm the natural environment
	i C M L ◀ ■	Strain on forest resources
	R M L ◀ ■	Dependency on local ecosystem services
 RESOURCE USE AND CIRCULAR ECONOMY (E5)	R M L ◀ ■	Dependency on agricultural inputs
	WATER AND MARINE RESOURCES (E3)	
	i C ▶	Inadequate waste management
	R L ◀ ■	Increasing scarcity of raw materials

i Adverse impact

R Risk

i Positive impact

○ Opportunity

S = Short term

M = Medium term

L = Long term

◀ Upstream value chain

■ Own operations

▶ Downstream value chain



PEOPLE-RELATED IROS

CSRD topic	Type of IRO	IRO description
OWN WORKFORCE (S1)	EMPLOYEE ENGAGEMENT	
	i M	Employee disengagement and diminished collective performance
	R C	Pressure on key skills
	DIVERSITY AND EQUAL OPPORTUNITIES	
	i C M	Lack of diversity in the workforce
	i C	Gender imbalance
	WORKING CONDITIONS AND EMPLOYEE WELL-BEING	
	i C M	Work overload or absence of work/life balance
	EMPLOYEE HEALTH AND SAFETY	
	i C	Work-related injury and mental health
WORKERS IN THE VALUE CHAIN (S2)	R C	Work days lost for health or safety reasons
	i C M	Poor management of workers' health and safety
	i C M L	Absence of minimum safeguards for working conditions
	R C M	Reputational risk relating to a failure to uphold human rights
CONSUMERS AND END-USERS (S4)	RESPONSIBLE DRINKING AND CUSTOMER RELATIONSHIP ⁽¹⁾	
	i C M	Responsible distribution and availability of products
	i C M L	Responsible marketing and protection of vulnerable sections of the public
	R C M	Negative shift in perception of alcoholic drinks
	PRODUCT TRANSPARENCY, TRACEABILITY AND QUALITY	
	i C M L	Impacts related to traceability failings
	R L	Non-compliance with transparency standards

i Adverse impact	S S = Short term	◀ Upstream value chain
R Risk	M M = Medium term	■ Own operations
i Positive impact	L L = Long term	▶ Downstream value chain
O Opportunity		

(1) Theme specific to Rémy Cointreau.



TIME-RELATED IROS

CSR D TOPIC	TYPE OF IRO	IRO DESCRIPTION
BUSINESS CONDUCT (G1)	RESPONSIBLE PURCHASING	
	◀	Driving best practice in the value chain
	BUSINESS ETHICS	
		Ethics and governance controversies
	RESPONSIBLE LOBBYING	
	▶	Commercial strategy inconsistent with the Group's sustainability objectives
	DIGITAL RESPONSIBILITY	
	▶	Failure to protect the Group's digital data

Adverse impact	S = Short term	◀ Upstream value chain
Risk	M = Medium term	■ Own operations
Positive impact	L = Long term	▶ Downstream value chain
Opportunity		

Two sustainability matters were not considered to be material for the Group:

■ ERS E2 – Pollution:

Our research and the internal interviews we have conducted into this matter have led us to consider that our activities have no material impact in terms of air, water or soil pollution. Nevertheless, improvements that can be made in this area are covered in the section devoted to ERS E4 “Biodiversity and ecosystems”;

■ ERS S3 – Affected communities:

To date, the results of analyses carried out at our own sites and throughout our entire value chain have pointed to non-material impacts on local communities. Our operations are primarily located in pre-existing industrial and agricultural zones, where there is very little direct interaction with local communities. They are restricted to a small perimeter and have been developed with an aim to keep their impact to a minimum. In our downstream value chain, no Rémy Cointreau customer has reported any material risk or impact.

Four sub-topics were not deemed material (we have documented the decisions on the selection of sub-topics from a more exhaustive list):

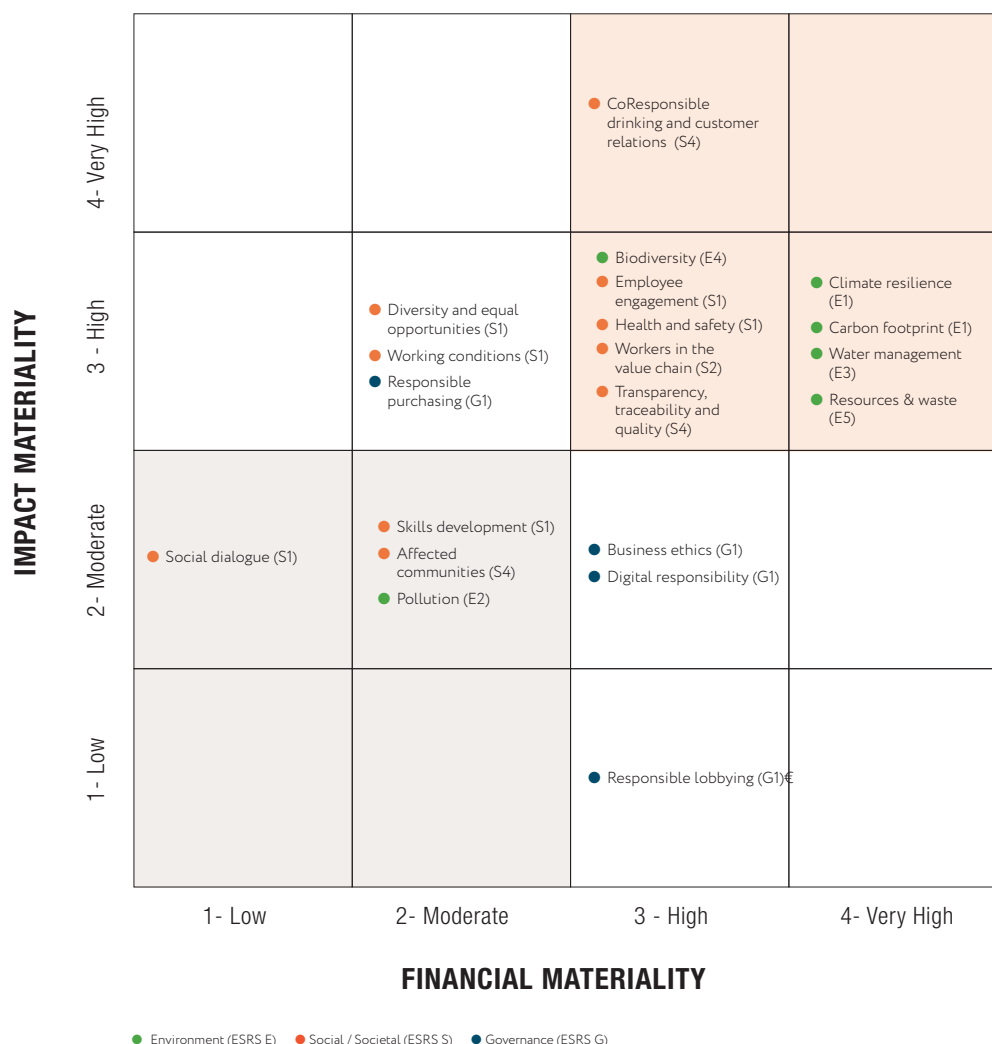
- Waste (ERS E5): the waste generated by our own operations was not found to be material in the double materiality assessment; as is the case with GHG emissions, most of the waste is generated upstream by our suppliers' activities. Nevertheless, the management of packaging waste in our downstream value chain is covered under sub-topic “Resource outflows”;

- Social dialogue (ERS S1): the scope of this sub-sub-topic is mainly limited to France, where social dialogue is governed by labour laws and branch-level agreements;
- Skills development (ERS S1): the erosion of savoir-faire at Rémy Cointreau is restricted to certain professions and is not widespread. While this is not a material matter, the associated risk is nonetheless kept under control through policies on the passing-on of savoir-faire and preparation for departures. This is particularly true at our industrial sites, where we want to avoid staff turnover from hampering innovation or undermining our competitiveness going forward;
- Equal treatment and equal opportunities in the value chain (ERS S2): Rémy Cointreau has a moderate impact and capacity to verify and influence suppliers when it comes to their equal treatment and equal opportunities practices.

Three sub-sub-topics were not deemed material:

- “Invasive alien species” (ERS E4), as the Group found no evidence that its activities contributed in any significant way to this sub-sub-topic;
- “Protection of the personal data of consumers and end-users” (ERS S4), which is covered under “Digital responsibility” (ERS G1);
- “Freshwater-use change and sea-use change” (ERS E4), as the Group found no evidence that its activities contributed in any significant way to this sub-sub-topic either.

DOUBLE MATERIALITY ASSESSMENT



This double materiality assessment has highlighted 16 material sustainability matters for the Group, of which 10 are identified as absolute priorities.

We have used these 16 matters and their related risks as a basis to build our CSR roadmap (covered in section 1.1.4.3 "Action plan and performance monitoring") and to determine our priorities in terms of investment and action plans.

Details of these matters and of the related impacts, risks and opportunities are provided at the beginning of each section of this document.

Other risks of which we are not currently aware, or which we do not currently consider to fall into the main risk category, may have an adverse financial impact, and will be integrated into the risk mapping in accordance with the procedure described in section 1.1.3.2 "Double materiality assessment".

Financial effects

We conducted an internal analysis to review the current financial impacts of environmental risks and opportunities for the Group.

As things stand, we have not identified any material financial impact on the Group's financial statements. Nevertheless, such risks can have a bearing on the Group's strategic decision-making.

The anticipated financial effects are subject to a transitional provision; accordingly, the Group will disclose this information at a later date.

Disclosure requirements

For each material sustainability matter, we cross-checked the impacts, risks and opportunities with the relevant disclosures to be reported under the CSRD in order to draw up a list of required material disclosures.

The material IROs are listed and explained at the beginning of each section.

Datapoints were identified as coming under the reporting requirement where they:

- related to a material impact, risk or opportunity according to the double materiality assessment, and applied to Rémy Cointreau's circumstances; and

- provided information that was relevant for the reader (significance of the information in relation to the matter under consideration, usefulness of the information for the users of the disclosures reported in the sustainability statement).

This approach was used for all the datapoints covered by the double materiality assessment.

1.1.4 STRATEGY

1.1.4.1 Strategy, business model and value chain

Business model

The Charentaise origins of the Rémy Cointreau Group date back to 1724. The Group was formed from the 1990 merger of the holding companies belonging to the Hériard Dubreuil and Cointreau families, which controlled E. Rémy Martin & C^{ie} SA and Cointreau & C^{ie} SA, respectively. It is also the result of successive alliances between companies operating in the same wines and spirits business segment.

Since December 2019, our value creation strategy consists in optimising our portfolio to build a more sustainable, profitable and responsible business model.

Activity

Sales for the year ended 31 March 2026 are shown in section 5.1 "Consolidated income statement", together with a breakdown of the total figure.

We do not engage in any activities in the sectors listed in SBM-1 point 40 (d) of ESRS 2 (fossil fuel, chemicals production, controversial weapons or the cultivation and production of tobacco).

An analysis of the Group's activities is provided in section 4.1.2 "Analysis of sales".

Own workforce

Details of the Group's workforce at 31 March 2026 are provided in section 1.3.1 "Own workforce".

Group strategy

Sustainability at the core of the Rémy Cointreau strategic plan

We have shaped our strategy by analysing the environmental and social impacts, risks and opportunities mapped through our double materiality assessment (section 1.3.2).

It is built on the three values affirmed by the Group in 2016: Terroirs, People and Time. The objectives set to reflect these values guide how our business model evolves, ensuring its resilience and supporting Rémy Cointreau's continued responsible growth.



Protecting our **Terroirs** from the effects of climate change

- Climate resilience (E1)
- Carbon footprint (E1)
- Biodiversity (E4)
- Water management (E3)
- Resource inflows and outflows (E5)



Committing to **People** and asserting our uniqueness

- Employee engagement (S1)
- Working conditions and employee well-being (S1)
- Diversity and equal opportunities (S1)
- Health and safety (S1)
- Workers in the value chain (S2)
- Responsible drinking and customer relations (S4)
- Product transparency, traceability and quality (S4)



Upholding values through **Time** to craft exceptional spirits

- Responsible digital governance
- Responsible lobbying
- Responsible governance and business ethics
- Responsible purchasing



The key elements of our “Sustainable Exception” responsible growth plan are as follows: adopting regenerative farming practices in all the terroirs used to craft our spirits; using renewable forms of energy at our production sites; incorporating ecodesign features in all our brand packaging; and gradually lowering our carbon emissions in keeping with the international Net Zero Carbon target for 2050.

Moreover, as a family-owned group, Rémy Cointreau is a people-centric organisation that deeply respects the individuals who make it what it is today and who, through their savoir-faire and commitment, contribute to our success and to the pursuit of our strategy. We want to become an even more inclusive organisation, be it in terms of female representation, ethnic diversity or the age of the members on our governance bodies.

Lastly, through our positioning in the exceptional spirits market, we are keenly aware of our duty to set an example when it comes to responsible drinking. We therefore encourage consumers to see our spirits as an occasional indulgence, and to drink in moderation to celebrate exceptional moments.

The implementation of these objectives through dedicated policies and actions enables Rémy Cointreau to continue to ensure that its business model is able to address the various environmental, social and ethical matters identified in the double materiality assessment.

Environmental and social sustainability driving the Group’s strategic progress in 2025-26

These issues are embedded in the Group’s strategy through the development of new, concrete actions. In 2025-26, these actions were reflected in:

- the Regenerative Organic Certified™ – “ROC” certification of two of our Houses: Telmont and Domaine des Hautes Glaces, to reflect their work in addressing the risks of biodiversity loss, as detailed in section 1.5.3.4;
- the launch of new products in response to evolving customer expectations, such as Rémy Martin’s innovative Rémy V spirit and Cointreau’s new ready-to-drink and ready-to-serve cocktails, as well as the acquisition of a stake in non-alcoholic beverage producer Juniper;
- the approval of an environmental transparency project for the House of Cointreau, addressing consumer expectations and product quality and traceability requirements;
- the reflection of our environmental and social commitments in our lobbying policy, as detailed in section 1.4.2.

Value chain

The value chain diagram on page 25 of the integrated report provides an overview of the main components of the Group’s value chain and of the stakeholders involved in each stage. It also pinpoints the location of the impacts, risks and opportunities identified by Rémy Cointreau.

The key stakeholders in the Rémy Cointreau value chain and the expected benefits of the Group’s strategy are as follows:

■ upstream:

suppliers of agricultural ingredients, who account for 44% of our resource inflows and 53% of our CO₂ emissions; suppliers of packaging, who account for 51% of our resource inflows and 21% of our CO₂ emissions; and logistics providers (Scope 3, Category 4), who make up 14% of our CO₂ emissions.

The environmental impact relating to climate change, management of water resources, biodiversity and the management of resource inflows and outflows, makes the supply of agricultural raw materials (e.g. grapes, sugar cane, oranges, etc.) and packaging components (e.g. glass, cardboard, paper, etc.) a material sustainability matter for the Group’s upstream operations.

With this in mind, we assess the environmental impact of our supply chains and track their footprint throughout our products’ life cycle, beginning with the agricultural and industrial practices of our suppliers through to the design and production of our products. As part of this, we promote energy efficiency and decarbonisation, ecodesign and minimal use of virgin raw materials, single-use plastic and superfluous packaging.

For Rémy Cointreau, the main challenges in this area essentially lie in our capacity to drive best practice among our suppliers (decarbonising, reducing water and virgin raw material consumption, protecting biodiversity and upholding the fundamental rights of workers), which account for 96% of the Group’s carbon footprint;

■ in our own operations:

our employees, our shareholders, industry associations, public authorities and rating agencies;

■ downstream:

logistics providers, wholesalers and distributors, end customers, health and safety organisations and industry associations.

Customer surveys point to a growing interest in transparency regarding the climate-related impact of our products. This is also reflected in the transparency (CDP) and decarbonisation (SBTi) pledges made by some of our distributors and investors.

With this in mind, our main focus will be on decarbonising our supply chain and communicating on this to stakeholders downstream in our value chain.

1.1.4.2 Interests and views of stakeholders

The relationships we maintain with our stakeholders inform the directions we take in all aspects of our environmental and social strategy, throughout our entire value chain.

We engage with the following main categories of stakeholders (monitoring, consultation and dialogue):

- employees;
- public authorities;
- civil society;
- shareholders;
- local communities;
- partners;
- customers/consumers.

Engaging with stakeholders upstream

We regularly engage with our suppliers through our buyers, as well as the people who sit on our CSR committees of experts and also indirectly through local federations and producer associations (BNIC, SMV, FEVS, etc.).

We directly engage with high-risk strategic suppliers through the sustainability risk mapping carried out on the Sedex (Supplier Ethical Data Exchange) platform, or through Sedex Affiliate Audit Companies (AACs).

Rémy Cointreau also has a whistleblowing system (Ethics Line) open to all stakeholders, which can be used to report any act or behaviour that goes against the Group's commitments to human rights, ethical practices or anti-corruption policies. We use the Sedex platform to monitor suppliers, which enables us to engage with them and to drive improvements in their environmental and social practices.

Engaging with stakeholders in our own operations

We regularly engage with our employees through various channels, particularly in the form of structured interviews conducted by their managers, with whom they can discuss their career development or transfer opportunities, their working conditions (safety and quality of

work life) and the best training programmes adapted their needs. We have also set a target for senior management to meet representatives of employees of the social and economic unit ('UES') in France at least 15 times a year.

The Ethics Line is also open to any employee who wishes to report harassment, discrimination or breaches of Group policies.

Lastly, Rémy Cointreau also widely and regularly communicates with investors through press releases, the universal registration document and shareholders' meetings.

This level of engagement enables us to maintain high standards and a general level of satisfaction among all our stakeholders, by ensuring that we honour our existing commitments and make new ones.

Engaging with stakeholders downstream

We are very conscious of the concerns and expectations of our customers and consumers. The systems we have in place to monitor the quality of our products and ensure they are traceable are described in section 1.3.3 "Consumers and end-users". The need for transparency with customers and all our stakeholders means that we regularly respond to requests for information for the purposes of socially-responsible investment (SRI) and non-financial ratings.

The table below provides an overview of our stakeholders, as well as their key expectations and the channels we use to engage with them:

Stakeholder	Key expectations	Engagement channels
Employees	Training and career development Occupational health and safety Employee well-being Ethics Diversity and inclusion Pay	Ethics Charter Ethics Line Annual reviews CSE (works council/health and safety panel) Compulsory annual wage negotiations
Public authorities	Environmental and safety-related best practice Compliance with the law and regulations Climate action	Producer associations and local bodies representing the industry ⁽¹⁾ Signatory to the UN Global Compact
Civil society	Economic development Promotion of savoir-faire Job creation Responsible drinking	Producer associations and local bodies representing the industry ⁽¹⁾ Partnerships (WWF, Act4Nature, ONF, BGCI (Botanic Gardens Conservation International)) Communications and website Tours of industrial sites "Prévention & Modération" association ICH (Intangible Cultural Heritage) – French liqueur savoir-faire Commissions tasked with monitoring "ICPE" sites (sites that must be classified for the protection of the environment – prefecture and DREAL (French regional directorate for the environment, planning and housing))
Shareholders	Reduction of CSR risks Financial performance CSR engagement Sustainable activities	Shareholders' meetings Board of Directors/CSR Committee URD – Sustainability statement Annual report Website Quarterly earnings release

Stakeholder	Key expectations	Engagement channels
Local communities	Economic development	Producer associations and local bodies representing the industry ⁽¹⁾
	Job creation	Skills sponsorship
	Environmental and safety-related best practice	"Prévention & Modération" association
	Responsible drinking	
Partners	Occupational health and safety	Ethics Charter
	Fair wages	Supplier Code of Conduct and general terms of sale
	Sustainable relationships	Ethics Line Sedex
Customers/consumers	Ethics	Ethics Charter
	Product quality, safety and traceability	Ethics Line
	Responsible drinking	Consumer complaint channel
	Operational excellence	Email address to report a privacy breach (data protection)
	Cybersecurity	
	Reduction in GHG emissions	"Prévention & Modération" association

(1) France: FEVS, SMC, BNIC, FFB and SNFL;
EU: Spirit Europe;
UK: SWA and Portman Group;
US: SWA;
Barbados: BAIA and WIRSPA;
Asia: APISWA;
China: FSPA.

Consideration of stakeholders' views in the Group's strategy

At our production sites

In accordance with ISO 9001 and ISO 14001, all Group departments and entities systematically draw up a stakeholder map to determine which form of dialogue is best suited to each stakeholder's specific circumstances.

Analysis of impacts, risks and opportunities

Prior to the Group's first double materiality assessment in 2023, since updated in 2025, all parties with a stake in the assessment were analysed and consulted. For the purposes of the CSRD, these included stakeholders affected by the Group's activities as well as those with an interest in our sustainability disclosures (investors, regulators, etc.).

In terms of granularity, the views of tier 1 suppliers and customers were taken into consideration either directly or through their

contacts within the Group. We also took the various time horizons (short, medium and long term) into consideration.

This sustainability report will be presented to the Cognac "CSEC" (central works council/health and safety panel) on 22 October 2026.

The Group CSR strategy, which incorporates the environmental and social sustainability matters defined in section 1.5.1, takes into consideration the views of stakeholders that have participated in the IRO selection process.

We also challenge the relevance and effectiveness of our CSR strategy in complete transparency by providing sustainability-related information taken from questionnaires and on-site audits to external stakeholders such as the CDP, non-financial rating agencies (Sustainalytics, Ethifinance, etc.) and certification bodies (B-Corp, ISO, ROC, etc.).

The scores and awards shown in the following tables also give impetus to the continued alignment of our strategy with external stakeholders' expectations.

The scores achieved underpin the relevance and effectiveness of the actions Rémy Cointreau has undertaken. Our main ratings in 2025-26 were as follows:

SUSTAINABILITY RATINGS

Rating	2023-24 score	2024-25 score	2025-26 score	Date awarded
CDP ⁽¹⁾ <i>Climate Change</i>	A	A	A	2025
CDP Supplier Engagement Assessment (SEA)		A	A	2026
CDP ⁽¹⁾ <i>Water Security</i>	A-	B	B	2025
CDP ⁽¹⁾ <i>Forest</i>			B-	2025
TIME World's Most Sustainable Companies 2025		66.64		
Gaia Rating by Ethifinance	73/100	70/100	71/100	2025
Vérité40 Axylia Score Carbone®	A	A	A	2026
EcoVadis			Bronze	2026
Sustainalytics ESG Rating	Medium risk of 24.2	Medium risk of 23.1	Medium risk of 23.1	2025

(1) CDP: Carbon Disclosure Project.

SUSTAINABILITY AWARDS AND CERTIFICATIONS

Award	Category	Awarded by	Date
B-Corp certification for Westland (score of 103.1)	-	B-Corp	2024
B-Corp certification for Bruichladdich (score of 100.7)	-	B-Corp	2023
Logistics and Supply Chain – 2025 Asia Green award	-	Drinks Business	2025
ROC certification – Domaine des Hautes Glaces	Bronze		2025
ROC certification – Telmont	Bronze		2025

1.1.4.3 Action plan and performance monitoring

The Group action plan is monitored using clear and measurable performance indicators that track the progress and effectiveness of the actions set in motion.

These performance indicators are reviewed in three phases every year: during the budget preparation phase, during the course of the year and at the end of the reporting period. Various tools are used to monitor performance. Consistency checks are then carried out on the performance data. These checks include annual comparisons drawn up by the Group Social and Environmental Responsibility department

and audits carried out by the CSR Risk Committee in conjunction with the Audit Department using the methodology described in section 1.1.2.5 “Risk management and internal controls over sustainability reporting”.

Checks are also performed regularly by the committees of experts tasked with rolling out the Group roadmap in their specific areas of expertise. For this, they use a table showing the indicators for each action.

Matter	Indicator	2025-26	Objectives		
			Permanent	2030	2050
TERROIRS					
ESRS E1 Climate	CARBON FOOTPRINT				
	Reduction of Scope 1 and 2 CO ₂ emissions for which a science-based target has been set (including FLAG) on an absolute basis (cumulative performance as a % since 2020-21)	-37%		-42%	90%
	Reduction of Scope 3 CO ₂ emissions for which a science-based target has been set (including FLAG) on an absolute basis (cumulative performance as a % since 2020-21)	-15%		-25%	90%
	Renewable energy (of which electricity) (MWh)	44%		100%	
	Share of purchased or acquired electricity, heat, steam and cooling from renewable sources (if available)	78%		100%	
	Share of fuel from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, hydrogen from renewable sources, etc.) (if available)	27%		100%	
ESRS E3 Water	WATER STEWARDSHIP				
	Reduction in water withdrawals (m ³)	-36%		-20% -30% Cognac and Samos	
	Reduction in total water withdrawals, in litres, per litre of alcohol produced (cumulative performance as a % since 2022-23)	-28%		-20%	
ESRS E4 Biodiversity	BIODIVERSITY AND CLIMATE RESILIENCE				
	Share of Houses whose essential agricultural ingredients are included in R&D programmes looking into climate-resistant and/or disease-resistant varieties, with or without Group participation (%)	90%		100%	
	Share of Group-owned estates that have made the switch to regenerative agriculture (%)	83%		100%	
	Share of packaging manufactured from wood sourced from FSC- or PEFC-certified resources by the supplier (%)	88%		100%	
	Share of FSC- or PEFC-certified new casks purchased by the Group (%)	100%	100%		
	Share of agricultural ingredients essential to the Group produced using certified responsible or sustainable methods (%)	77%		100%	
ESRS E5 Circularity	Share of direct suppliers trained in regenerative farming (%)	61%		100%	
	MANAGEMENT OF RESOURCE INFLOWS				
ESRS E5 Circularity	Ban on single-use plastic objects (excluding packaging) from 2025				
	Share of recycled plastic in bottles (%)	91%		100%	
	MANAGEMENT OF RESOURCE OUTFLOWS				
	Share of products incorporating an ecodesign feature (%)	83%	80%	100%	
	Share of products sold without secondary packaging (%)	82%	80%		
ESRS E5 Circularity	Recyclability rate of bottles made from materials other than plastic (%)	99.9%	100%		
	Recyclability rate of plastic bottles (%)	100%	100%		

Matter	Indicator	2025-26	Objectives		
			Permanent	2030	2050
PEOPLE					
ESRS S1 <i>Employees</i>	EMPLOYEE ENGAGEMENT				
	Turnover (%)	11%	< 17%		
	Number of meetings between management and employee representatives of the economic and social unit ('UES') in France	64	> 15		
	WORKING CONDITIONS AND EMPLOYEE WELL-BEING				
	Lost time (%)	2%	< 4%		
	DIVERSITY AND EQUAL OPPORTUNITIES				
	Share of Executive Committee seats held by women (%)	50%	40%		
	Share of female managers	44%	50%		
	HEALTH AND SAFETY				
	Work-related injury frequency rate	6.12	< 9		
	Work-related injury severity rate	0.37	< 0.3		
ESRS S2 <i>Workers in the value chain</i>	RESPONSIBLE PURCHASING				
	Share of strategic suppliers with transparent, verified and auditable sustainability practices (%)	84%	95%		
	Share of strategic suppliers who are Sedex members and who completed the entire self-assessment questionnaire (%)	82.4%	100%		
ESRS S4 <i>End consumers</i>	RESPONSIBLE DRINKING AND CUSTOMER RELATIONSHIPS				
	Share of employees having completed an e-learning module on responsible drinking (%)	94%	100%		
	PRODUCT TRANSPARENCY, TRACEABILITY AND QUALITY				
	Number of substantiated customer complaints	12	< 50		
	Overall distributor satisfaction score (out of 20)	18	> 16		
	Distributor satisfaction – product quality score (out of 20)	16.6	> 16		
TIME					
ESRS G1 <i>Business conduct</i>	RESPONSIBLE LOBBYING				
	Integrating key sustainability matters into the responsible lobbying policy		Achieved in 2026		
	DIGITAL RESPONSIBILITY				
	Share of employees having completed GDPR training (e-learning) – (%)	94%	100%		
	BUSINESS ETHICS				
	Share of employees having completed anti-corruption and anti-bribery training – e-learning (%)	94%	100%		

1.2 ENVIRONMENT

1.2.1 CLIMATE CHANGE

1.2.1.1 Impacts, risks and opportunities

Our double materiality assessment identified two material climate-related matters: our resilience to climate change and our carbon footprint.

As far as climate resilience is concerned, our activities are particularly exposed to climate hazards that might affect the agricultural land and local communities on which we depend. Extreme weather events, such as drought, flood and frost can have major consequences for agricultural yields and the quality of raw materials, raising concerns over the long-term viability of sourcing in climate-risk areas. It is therefore crucial that sustainable agriculture practices be harnessed to make our supply chains more climate-resilient and protect biodiversity in our terroirs. Adaptation actions aimed at making our activities and supply chains more climate-resilient are described in

detail in the ESRS E4 (biodiversity) section of this report (section 1.5.3).

The other material sustainability matter is our carbon footprint. The greenhouse gases (GHG) emitted from one end of the Group's value chain to the other are a contributing factor in global warming and must be drastically reduced. The transition to a low-carbon economy is also a source of additional costs, due to a need to invest in greener technologies, adapt to new regulations and switch production facilities to renewable forms of energy. Nevertheless, this transition also brings opportunities for economic gain through more energy-efficient processes, lower costs with the consumption of fewer resources and the opportunity to showcase the Group's commitments with customers and consumers.



CLIMATE CHANGE

	DESCRIPTION OF IROS	POLICY	ACTION PLAN	OBJECTIVES
CLIMATE RESILIENCE				
	Vulnerability of agricultural land and local communities Measures to adapt farms to climate change (water stress, soil erosion, rising temperatures, etc.) can upset the local environmental equilibrium and impact the living and working conditions of rural communities that depend on their harvests.	Biodiversity	Biodiversity-related adaptation and mitigation	100% of Houses to have an ongoing R&D programme looking into climate-resistant and/or disease-resistant varieties by 2030 100% of Group-owned estates to make the switch to regenerative farming by 2030 100% of agricultural ingredients essential to the Group to be produced using certified responsible and sustainable methods by 2030 100% of direct suppliers to be trained in regenerative farming by 2030 100% of new casks purchased by the Group to be FSC- or PEFC-certified starting in 2025
	Sustainable agriculture practices By supporting farmers in their switch to regenerative methods that are adapted to the changing climate, we can help reduce greenhouse gas (GHG) emissions and preserve the soil and biodiversity. This, in turn, will make local ecosystems and communities more resilient to climate-related disruption.			

	DESCRIPTION OF IROS	POLICY	ACTION PLAN	OBJECTIVES
	Climate-related vulnerability of our activities Our dependency on farming, winegrowing and natural resources (water, fertile soil, etc.), and on infrastructure exposed to climate hazards (acute hazards such as drought, flood, storms and forest fires; and chronic hazards such as changing temperatures, frost, soil erosion and degradation, changing precipitation patterns, etc.), could lead to material financial losses and have repercussions for the entire supply chain.	Climate Biodiversity	Climate change adaptation Biodiversity-related adaptation and mitigation	See objectives above

CARBON FOOTPRINT

	Greenhouse gas emissions We direct or indirectly emit greenhouse gases (GHG) because of the production processes and materials that we use, and the related logistics.			90% reduction in Scope 1 and 2 CO ₂ emissions for which a science-based target has been set (including FLAG) on an absolute basis, by 2050
	Increase in costs related to decarbonisation In an increasingly stringent regulatory environment (e.g. carbon tax), the investment needed and steepening costs of the transition to a net-zero economy expose Rémy Cointreau to the effects of escalating prices for essential raw materials.	Climate	Climate change mitigation	90% reduction in Scope 3 CO ₂ emissions for which a science-based target has been set (including FLAG) on an absolute basis, by 2050. 100% renewable energy (including electricity), by 2030 100% of purchased or acquired electricity, heat, steam and cooling from renewable sources (if available), by 2030 100% of fuel from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, hydrogen from renewable sources, etc.) (if available), by 2030
	Economic gain related to the climate transition There is an opportunity related to the climate transition that means lower operating costs and more profitable operations (e.g. energy efficiency gains).			

Adverse impact	S = Short term	Upstream value chain
Risk	M = Medium term	Own operations
Positive impact	L = Long term	Downstream value chain
Opportunity		

The methodology used to determine and update the material impacts, risks and opportunities for the Group is described in section 1.1.3 "Risk mapping".

The views of stakeholders are integrated into the Group strategy as described in section 1.1.4.2 "Interests and views of stakeholders".

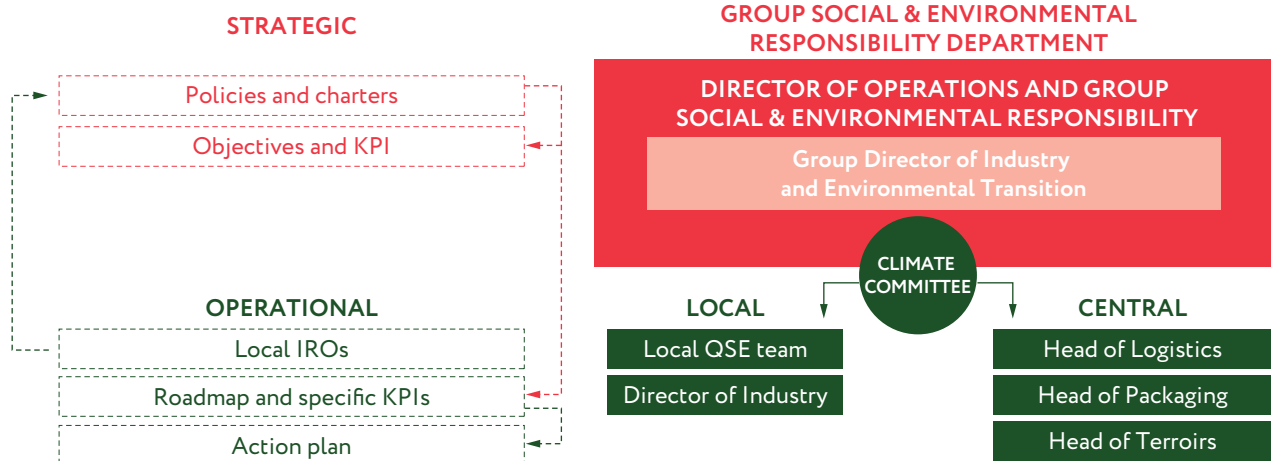
1.2.1.2 Climate change policy and transition plan

Our climate change policy consists of two components: an adaptation plan and a mitigation plan forming our transition plan. The management of climate risks is developed in our adaptation plan. The management of transition risks and of the Group's climate-related impact is developed in the mitigation plan. Together, these two plans form Rémy Cointreau's climate change transition plan.

With specific governance oversight, the plan is structured around risk and impact measurement, the improvement of practices guided by clear objectives, the involvement of all stakeholders in the value chain and performance monitoring through KPIs.

Governance

The Group's climate change-related policies, roadmaps and targets are approved centrally by the Social and Environmental Responsibility department. They are then shared, rolled out and adapted to local realities by a dedicated Climate committee, which, at central level, comprises the industrial director, the head of logistics, the head of packaging and the head of terroir and, at local level, the local QSE teams and industrial director.



Adaptation plan

The Rémy Cointreau adaptation plan is built on an analysis of physical risks relating to climate change.

As a result, our resilience plans, guided by business continuity and non-regression principles, and aligned with the EU Taxonomy regulation as detailed in section 1.2.5, are defined on a case-by-case basis according to the analysed risks.

The development of these plans, the associated financing needs and assessment of their effectiveness are handled centrally by the Group industrial director, who is also the environmental transition director.

Measuring climate risks at Group sites

The Group completed a first climate risk mapping exercise in 2025 covering its agricultural sites and its industrial sites. The **Axa Altitude** platform was used for this by inputting the sites' location-based data.

The outcomes of water-related risk analyses are collated with data provided by the **Waterplan** digital tool, which is explained in more detail in section 1.2.2.

Methodology

Climate risk is analysed under three GHG emissions scenarios: "low", "intermediate" and "very high" (SSP1-2.6, SSP2-4.5 and SSP 5-8.5) over three time horizons (present day, 2030 and 2050).

Nature of the risk: physical climate risks were assessed based on their IPCC definition, from two angles: hazard and exposure.

■ Hazard

Hazards were assessed based on data relating to temperature, precipitation, humidity, sunlight and wind taken from **general circulation models** (GCM) validated by scientific publications (GFDL, MIROC, IPSL and HadGEM models).

The IPCC defines a hazard as "the potential occurrence of a natural or human-induced physical event or trend" that can have multiple physical impacts (e.g. damage and loss to property, infrastructure and environmental resources, health impacts, etc.).

■ **chronic hazards:** variation of surface air temperatures, change in precipitation patterns, elevation of sea levels, water stress, soil erosion, etc.;

- **acute hazards:** extreme heat, extreme cold, fire, tropical cyclones, storms, drought, heavy precipitation, three types of flood hazards (river overflows, coastal flooding and flooding caused by heavy rain), landslides, earthquakes, subsidence, etc.
- **Exposure:** physical climate risks were assessed from an exposure angle by factoring in the effects of these hazards on people, species or ecosystems, infrastructure, and economic, social or cultural assets.

Inherent risk: the financial assessment of inherent risk is based on a site's potential average annual losses, including physical damage and business interruptions, without taking into account the adaptation measures put in place.

Resilience plan implemented: this reflects the adaptation measures already put in place by the Group's Houses to address identified risks.

Climate risks for agricultural sites

Our business **depends** on the quantity and quality of the agricultural raw materials that go into making our products. As a result, a decline in yields caused by climate change would expose the Group to a financial risk in proportion to the sales generated by the impacted site.

- These risks are addressed through resilience plans put together and rolled out at the level of each Group House.

RISK MAPPING: HOUSES WITH AGRICULTURAL SITES EXPOSED TO A VERY HIGH CLIMATE RISK

House	Location	Nature of risk	Inherent risk	Resilience plan implemented
Mount Gay	Barbados	Extreme heat	Lower yields	■ Diversification of supply chains ■ Stocks to ensure production continuity ■ Sugar cane seedling nursery to maintain yields ■ R&D programme
Metaxa	Greece	Forest fire	Lower yields	■ Diversification of supply chains ■ Regenerative farming methods

Following this analysis, the Group identified two Houses with agricultural sites where chronic and acute hazards and flood risks expose them to a "very high" risk by 2030, based on the SSP2-4.5 – "Intermediate" GHG emissions scenario.

The actions provided for in the resilience plan are described in section 1.2.3 "Biodiversity" and relate to our climate change adaptation plan.

Climate risks for industrial sites

Our business also depends on the production capacity of our industrial sites. Therefore, any interruption of production due to climate change would expose the Group to a financial risk in proportion to the sales generated by the impacted site or to the value of the site's assets exposed to this risk. These risks too are addressed through resilience plans developed and rolled out at the level of each Group House.

RISK MAPPING: HOUSES WITH INDUSTRIAL SITES EXPOSED TO A VERY HIGH CLIMATE RISK

House	Location	Nature of risk	Inherent risks	Resilience plan implemented
ERM	France	Flood	■ Physical damage ■ Business interruption	■ Installation of pumps in the affected cellars ■ Sufficient stocks to maintain business continuity
Mount Gay	Barbados	Extreme heat	■ Deterioration in working conditions	■ Installation of temperature control equipment
PHD	United Kingdom	Storm	■ Physical damage ■ Business interruption	■ Reinforcement of certain roofs ■ Sufficient stocks to maintain business continuity

Following this analysis, the Group identified four Houses with industrial sites where chronic and acute hazards and flood risks expose them to a "very high" risk by 2030, based on the SSP2-4.5 – "Intermediate" GHG emissions scenario.

Mitigation plan

The Group's mitigation plan is based on the assessment of two key factors: transition risks and the impacts of the Group's activity on climate change.

Once these risks and impacts have been assessed, the plan is guided by the improvement principles set out in section 1.2.1.3 "*Objectives related to climate change mitigation and adaptation*", in accordance with the Group's commitments.

The industrial director, who also oversees the Group's environmental transition, analyses and validates the financing needs for the most impactful projects in the mitigation plans prepared by the local industrial departments. In this context, internal carbon pricing serves as a decision-making tool to assess the effectiveness of projects.

Lastly, the effectiveness and relevance of the action plans are assessed annually by tracking key performance indicators such as the outcomes of the GHG emissions assessment described in section 1.2.1.6, the Group's energy consumption covered in section 1.2.1.5 and the financial information covered in section 1.2.5.

Measuring transition risks

Methodology

Climate change risks were analysed using the "value for climate action", as defined by the Quinet Commission.

This value is calculated based on French and European net zero targets for 2050. This work pointed to a central orderly transition scenario, characterised by a gradual increase in investment and in carbon pricing between 2025 and 2050, and delayed transition pathways that lead to more abrupt regulatory and economic adjustments after 2030. The analyses therefore covered the near-term (2025-2030), medium-term (2030-2040) and long-term horizons (2040-2050).

This methodology covers three types of transition risks:

- **regulatory and financial risks:** the likelihood of future "carbon taxes", more stringent regulations governing reductions in emissions from industrial activities (distillation, bottling) and transport, and investor pressure to decarbonise activities;
- **operational risks:** higher costs for energy, transport and carbon-intensive raw materials such as the glass used in bottles;
- **market risks:** shifting consumer preference towards brands with a solid environmental track record and transparent sustainability practices.

Outcomes

These risks translate into financial and operational impacts through higher costs associated with carbon taxes, the availability of low-impact products and the indirect social consequences that, in turn, affect the Group's operations.

Rémy Cointreau uses an internal carbon price to measure the financial impact of transition risks. An explanation of how this price is calculated and how the process works is provided in section 1.2.1. This internal carbon price transforms the abstract concept of climate transition risk into a quantifiable financial metric. It means that the Group can select the most impactful decarbonisation projects, while factoring the associated transition risks into the cost.

Measuring the impacts of our activities on change climate

Rémy Cointreau is not excluded from the "Paris Agreement" European Union benchmarks, as our activities do not meet the exclusion criteria set out in Articles 12.1 and 12.2 of Commission Delegated Regulation (EU) 2020/1818 (Climate Benchmark Standards Regulation).

Since 2005, we have analysed our impact on climate change by measuring:

- **our energy consumption:**
energy consumption at the Group is covered in detail in section 1.2.1.5 "*Energy consumption*";
- **our carbon footprint:**
detailed information about our CO₂ equivalent emissions is provided in section 1.2.1.6 "*Greenhouse gas emissions assessment*";

1.2.1.3 Objectives related to climate change mitigation and adaptation

Guiding principles for improved practices

Our CO₂ emissions mitigation objective hinges on our "3Rs" action plan – Reduce, Reuse, Recycle – which involves constantly seeking to improve and innovate through our activities and our business model.

Through this action plan, our strategy is to monitor consumption levels and apply energy sufficiency and energy efficiency measures at all our sites.

Our action plan to mitigate the impact of our activities on climate change has been rolled out throughout our value chain, guided by the principles set out below, applied according to the operational challenges of each scope:

- **Scope 1:** making production sites more energy-efficient, replacing fossil fuel with fuel from renewable energy non-fossil sources (e.g. biomass, biogas and solar power);
- **Scope 2:** purchasing green electricity, using solar power generated on site, making buildings and equipment more energy-efficient;
- **Scope 3:** supporting sustainable and regenerative agriculture practices, using biofuels, selecting suppliers that are committed to reducing their emissions, reducing bottle weight, eliminating superfluous packaging, using recycled and recyclable materials, opting for less carbon-intensive shipping solutions (rail, inland water transport) and promoting the recycling of packaging and the reuse of bottles.

Objectives of improved practices

Renewable energy consumption

We are committed to reducing the share of fossil fuels in our energy mix by bringing the share of renewable energy in our annual supply up to 100% by 2030.

Our initial target date of 2025 to increase our renewable electricity supply to 100% had to be pushed back to 2030 due to issues with the availability of renewable electricity at all our sites.

Reduction in CO₂ emissions

In January 2023, we set ambitious reduction targets compatible with the objective to limit global warming to 1.5°C by the end of the century relative to the pre-industrial era, in line with the Paris Agreement. For this, we referred to the Science-Based Targets initiative (SBTi), a coalition bringing together the CDP (Carbon Disclosure Project), the UNGC (United Nations Global Compact), the WRI (World Resources Institute) and the WWF (World Wildlife Fund).

We have pledged to achieve “net zero” emissions across our entire value chain by 2050, by reducing our greenhouse gas emissions by 90% compared to 2020-21 on an absolute basis and by offsetting our residual emissions.

We have also set interim targets for 2030 covering Scope 1 and 2 emissions, as well as the two most material Scope 3 categories in our value chain in terms of emissions, i.e. Scope 3, Category 1- Purchased goods and services and Scope 3, Category 4 - Upstream transportation and distribution⁽¹⁾.

We were one of the first two global companies to validate FLAG⁽²⁾ reduction objectives relating to our tillage practices (carbon removal and sequestration), in addition to objectives for our industrial activities.

The table below shows the objectives we have set as part of our SBTi commitments for Scope 1, 2 and 3 emissions up to 2050:

Objectives set under SBTi commitments for Scopes 1, 2 and 3

	2020	2030	Reduction	2035	Reduction	2040	Reduction	2045	Reduction	2050	Reduction
SCOPES 1 & 2 – 1.5 °C SCENARIO (TCO₂EQ)											
Pathway committed to	9,559	5,544	-42%	4,397	-54%	3,250	-66%	2,103	-78%	956	-90%
SCOPE 3 – WB2C SCENARIO (TCO₂EQ)											
Pathway committed to	149,630	112,222	-25%	88,282	-41%	62,845	-58%	38,904	-74%	14,963	-90%
Scope 3.1	122,900	92,175	-25%	72,511	-41%	51,618	-58%	31,954	-74%	12,290	-90%
Scope 3.4	26,730	20,047	-25%	15,770	-41%	11,226	-58%	6,950	-74%	2,673	-90%
SCOPE 1 AND 3 EMISSIONS – FLAG (TCO₂EQ)											
Pathway committed to	28,198	19,738	-30%	15,509	-45%	11,279	-60%	7,049	-75%	2,820	-90%

Our commitments under Scope 3, Categories 1 and 4 account for more than 85% of our total Scope 3 emissions.

The emission factors used to calculate the base year data under the SBTi in 2023 have since changed.

The definition of these emission factors is constantly improving. We update our carbon database annually to take into consideration the

elements provided in sector frameworks. A number of emission factors were updated in 2023: for eaux-de-vie, the new factors integrate the impacts of double distillation and agricultural practices. The data also reflects improvements made by glass bottle suppliers and raw material suppliers, as well as by shipping companies in terms of the routes they use to get our products to our markets and the switch to biofuels for some routes.

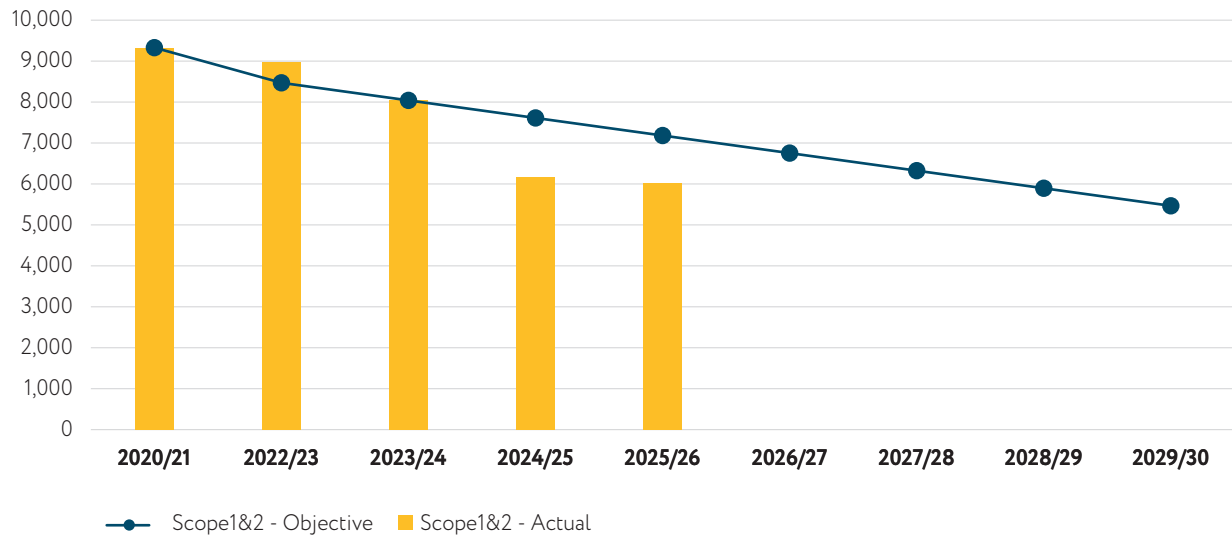
(1) Scope 1 and 2 (market-based) objectives aligned with a 1.5 °C pathway and Scope 3 objectives aligned with a “well below 2 °C” (WB2C) pathway.

(2) FLAG (Forest, Land and Agriculture) is used to designate greenhouse gas emissions linked to agricultural and forestry activities, but also to other activities that have a significant impact on land.

Our decarbonisation action plan

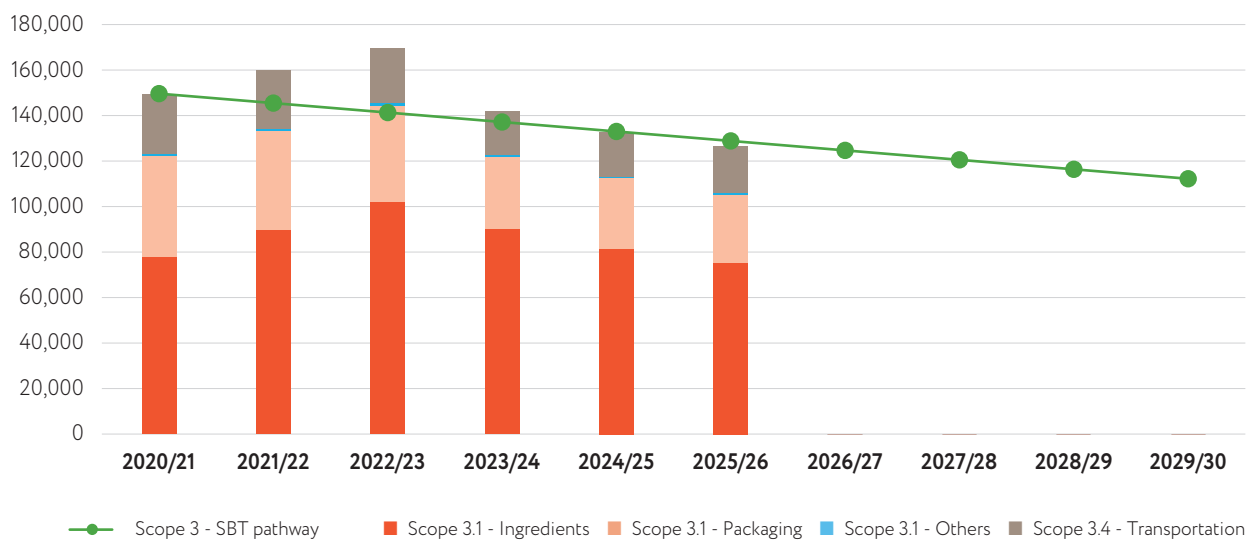
The following graph plots our SBT pathway and our annual results under Scopes 1 and 2, expressed in tonnes of CO₂ equivalent.

SBTi pathway – Scopes 1 and 2 in tonnes of CO₂ equivalent



The graph below plots our SBT pathway and our annual results under Scope 3, expressed in tonnes of CO₂ equivalent.

SBTi pathway – Scope 3 commitments in tonnes of CO₂ equivalent



More generally, these pathways are reflected in our carbon emissions reduction objectives.

Targets

Scope	INDICATOR	2020-21	2024-25		2025-26		Objectives	
		tCO ₂ eq	Reduction	Share	Reduction	Share	2030	2050
Partial	Reduction of Scope 1 and 2 CO ₂ emissions for which a science-based target has been set (including FLAG) on an absolute basis (cumulative performance since 2020-21) (%)	9,559	-3,412	-36%	-3,528	-37%	-42%	90%
Partial	Reduction of Scope 3 CO ₂ emissions for which a science-based target has been set (including FLAG) on an absolute basis (cumulative performance since 2020-21) (%)	149,630	-17,168	-11%	-23,131	-15%	-25%	90%

Description and methodology used to calculate targets

Reduction of Scope 1 and 2 CO₂ emissions: this equates to the GHG emissions expressed in tonnes of CO₂ equivalent under Scopes 1 and 2 (market-based) in the GHG emissions assessment for the current financial year relative to the tonnes of CO₂ equivalent emissions for the 2020-21 base year.

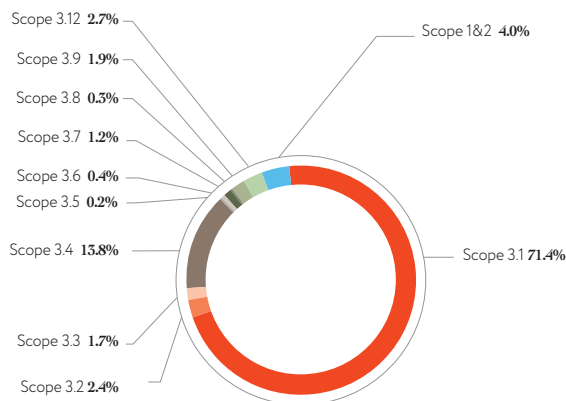
Reduction of Scope 3 CO₂ emissions: this equates to the GHG emissions expressed in tonnes of CO₂ equivalent under Scope 3 categories 1 and 4 in the GHG emissions assessment for the current financial year relative to the tonnes of CO₂ equivalent for the 2020-21 base year.

1.2.1.4 Actions and resources in relation to climate change policies

The distribution of our CO₂ emissions is predominantly related to Scope 3, which makes up 96% of our total emissions. We have therefore made this scope a priority focus in our action plan.

The projections shown below factor in the tonnes of CO₂ emissions avoided for current and future projects for which technical and financial feasibility have been assessed. The tonnes of additional CO₂ emissions for new products and estimated variations in volumes have also been included in this projection. These volume estimates are dictated by unpredictable economic and geopolitical developments and are therefore revised annually.

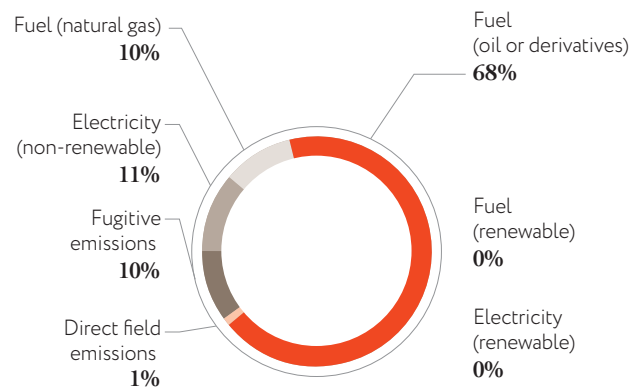
REDUCTION IN SCOPE 1, 2 AND 3 CO₂ EMISSIONS



Main drivers of a reduction in Scope 1 and 2 emissions

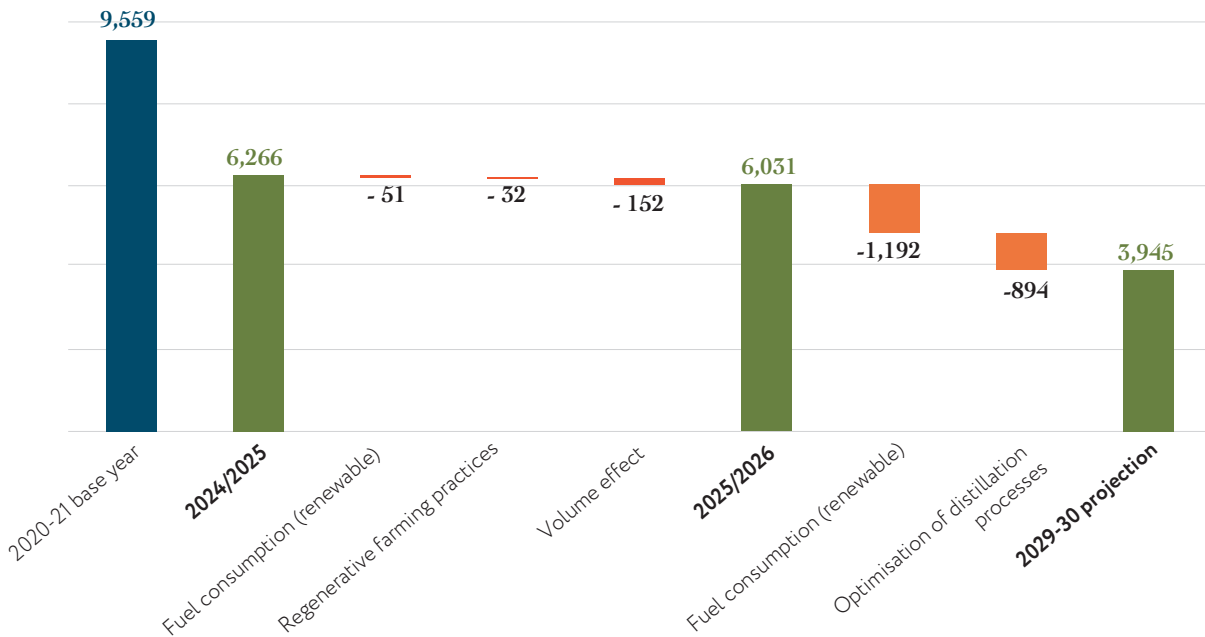
Scope 1 and 2 emissions account for 4% of total emissions at Rémy Cointreau.

SCOPES 1 AND 2 – BREAKDOWN OF CO₂ EMISSIONS



The chart below shows the areas on which the Group can focus to achieve our FLAG and non-FLAG emission reduction objectives under Scopes 1 and 2, and thereby lower our GHG emissions by -42% in 2030 relative to the 2020-21 base year.

SCOPE 1 AND 2 EMISSION PROJECTIONS TO 2030 (TCO₂EQ)



Description of our actions to lower Scope 1 and 2 CO₂ emissions

Making production sites more energy-efficient

BUILDINGS

Our energy efficiency policy covers our operations, buildings, procedures and equipment. It encompasses the design of new buildings and technical innovations for production tools. These measures focus on the following areas:

- improving the insulation of buildings and equipment to keep heat loss to a minimum;
- investing in energy-saving equipment and technologies (e.g. changing heat pumps and air compressors, installing thermal batteries to heat buildings, replacing gas boilers with electrical heat pumps and switching to LED lighting systems).

DISTILLATION PROCESSES

Our approach in this area is part of an ongoing objective to optimise production processes to use as little energy as possible (recovering the heat generated during the distillation process and using it to heat the water used in buildings):

- Distillation processes account for the bulk of our Scope 1 emissions. Each of our sites has its own specific optimisation plan: recovering heat, optimising burners, insulating steam installations, reducing heat loss from steam boilers, etc.

- For example, we are currently working on a steam distillation process to replace our conventional fire-heated process. This would reduce the CO₂ emissions from distillation and support our transition to renewable forms of energy.

Renewable sources of energy

REPLACING FOSSIL FUEL WITH FUEL FROM RENEWABLE NON-FOSSIL SOURCES (E.G. BIOMASS, BIOGAS AND SOLAR POWER)

We pursue a low-carbon energy policy for our projects. This involves using less carbon-intensive forms of energy and purchasing electricity generated from certified renewable sources:

- identifying and using green energy supply sources, where they are available, across our production sites, and in particular at our Mount Gay site in Barbados, where trials using locally-sourced used cooking oil for distillation were conducted in 2025 and have already contributed to a 51 tCO₂eq reduction in emissions;
- making a full transition to green energy: maintaining 100% dependency on green energy sources at all our production sites by 2030, where the resource is available. This transition is already underway at our Islay site, where supplies of biofuel, including HVO, are gradually replacing fossil fuel oil, with the aim of reaching 100% in 2030. Eventually, the total reduction in GHG emissions is expected to be close to 1,200 tCO₂eq;
- producing renewable energy for on-site consumption at existing and new sites, based on site consumption levels.

The share of renewable energy (purchased and produced on site) used by the Group doubled from 22% in 2020 to 44% in 2025.

ACTION TAKEN IN 2025

ACCELERATING ON-SITE CONSUMPTION OF PHOTOVOLTAIC ENERGY

Adverse impact	Carbon emissions
Risk	Increase in costs related to decarbonisation
Opportunity	Economic gain related to the climate transition
Policy	Climate
Action plan	Mitigation plan
Objectives	42% reduction in Scope 1 and 2 CO ₂ emissions (SBTi) Sourcing 100% of energy from renewable sources by 2030

As part of our decarbonisation strategy, we are steadily ramping up the installation of photovoltaic panels for on-site electricity consumption at our production sites. In addition to the panels already installed at our sites in Barbados and Greece, we completed a further step in 2025 at our Merpins industrial site in Charente, with the commissioning of new photovoltaic panels in the main car park. This was done in compliance with regulatory requirements applying to car parking facilities as part of a broader effort to optimise the use of existing surfaces.

Operating for on-site consumption purposes and without storing any energy, this solar power installation directly meets the site's electricity needs. Consisting of 2,118 panels deployed over an area of 4,277 m², it covers nearly 20% of the annual electricity needs of all the Merpins facilities combined. In 2025-26, the installation generated 348 MWh, covering 7% of the site's consumption. On a full year basis, on-site consumption is expected to equate to 20% of annual site demand.

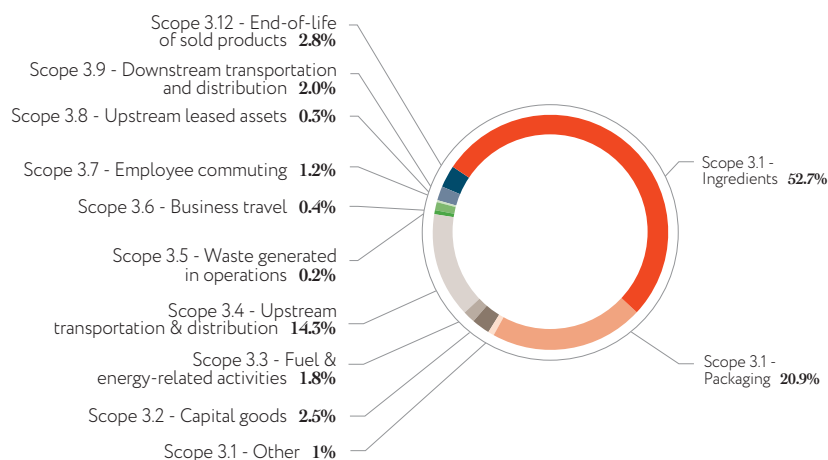
A photovoltaic canopy is under construction and will begin to produce electricity in 2026. With these two new projects, Rémy Cointreau is aiming to increase the share of renewable electricity generated across its production sites to more than 20%.

Main drivers of a reduction in Scope 3 emissions

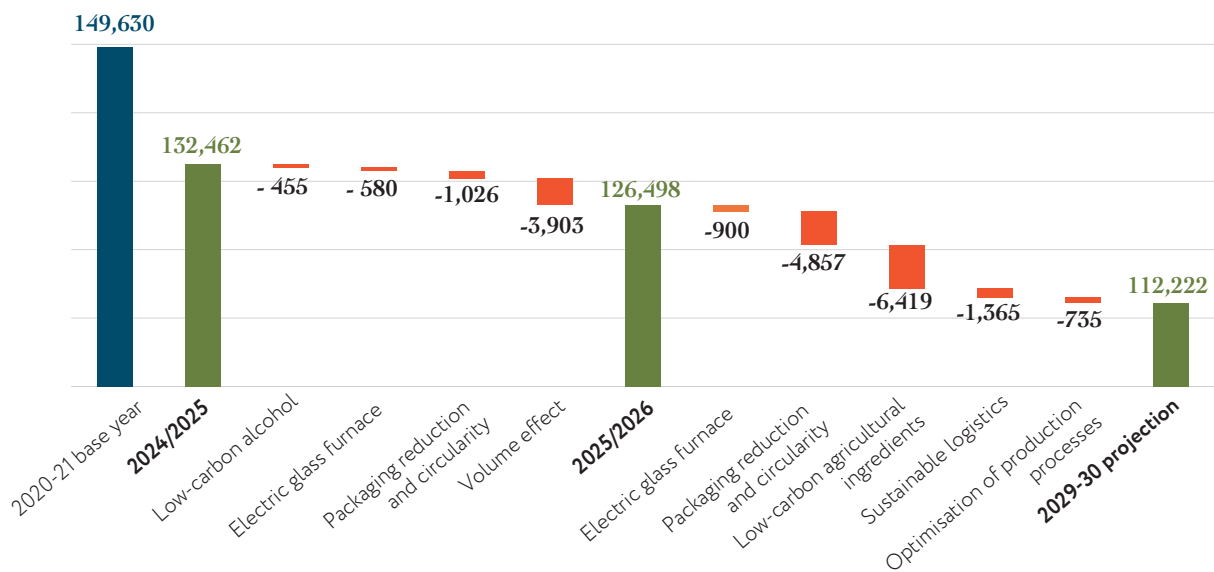
Scope 3 emissions account for around 96% of total emissions at Rémy Cointreau.

In 2025-26, emissions covered by SBTi commitments accounted for 88% of reported Scope 3 GHG emissions. The projection chart below

shows the areas on which the Group can focus to achieve our Scope 3 target of reducing our GHG emissions by 25% by 2030 relative to the 2020-21 base year:

SCOPE 3 – BREAKDOWN OF CO₂ EMISSIONS

SCOPE 3 EMISSION (SBTI) PROJECTIONS TO 2030 (TCO₂EQ)



Description of our actions to lower Scope 3 CO₂ emissions

Sourcing ingredients and other virgin raw materials

Emissions from the purchase of raw materials and from the outsourced production of ingredients and virgin raw materials account for half of our Scope 3 emissions (51% in 2025-26). This is therefore a key area to be harnessed through decarbonisation actions such as:

- Supporting sustainable and regenerative agriculture, namely by training suppliers in regenerative methods or selecting suppliers that follow certified sustainable and responsible practices;
- Selecting suppliers that are committed to lowering their CO₂ emissions.

ACTION TAKEN IN 2025

COINTREAU IS DECARBONISING ITS NEUTRAL ALCOHOL SUPPLY WITH LOW-CARBON AGRICULTURAL INGREDIENTS

Adverse impact	CO ₂ emissions
Policy	Climate
Action plan	Mitigation plan
Objectives	25% reduction in the Group's Scope 3 (SBTi) CO ₂ emissions by 2030 on an absolute basis

In 2025, the House of Cointreau worked with a long-standing supplier of neutral alcohol distilled from beet molasses to support its transition towards low-carbon products using this low-emissions solution.

At the same time, in recognition of the need to secure agricultural resources, the House of Cointreau also sources agricultural ingredients through channels that use regenerative farming methods, helping to preserve soil fertility and biodiversity, while supporting climate change adaptation in agriculture.

This contributed to a 455 tCO₂eq reduction in emissions in 2025-26.

In 2026, the House of Cointreau reached a new milestone in the operational roll-out of its commitment to shrink its carbon footprint. Following a contracting phase initiated last year, the first delivery of neutral alcohol derived from pulses is earmarked for 2026 and will be used in the production of Cointreau liqueur.

This innovative industrial process harnesses the agronomic and environmental benefits of pulses. By naturally fixing atmospheric nitrogen, pulses reduce the need for synthetic fertilisers and improve soil fertility. Their high starch content makes them suitable for the production of neutral alcohol after processing.

The integration of this low-carbon alcohol represents a key driver for reducing greenhouse gas emissions. Over time, this choice will help shrink the House's overall carbon footprint. This initiative also supports the development of sustainable agricultural supply chains, with nearly 3,000 hectares of pulses cultivated in the Centre-Val de Loire region, and maximises the use of all parts of the plant within a circular economy approach.

By translating a contractual obligation into measurable actions from 2026 onwards, Rémy Cointreau is confirming its ability to combine innovation, industrial performance and environmental responsibility, while enhancing the resilience of its agricultural supply chain.

Reducing the carbon footprint of packaging

Emissions related to primary and secondary packaging (excluding transportation and end-of-life treatment) accounted for 21% of our Scope 3 emissions in 2025-26, making this a key driver of our Scope 3 decarbonisation efforts.

The Group is contributing to specific actions in this area, including:

- a reduction in the weight of bottle formats;
- a reduction in secondary packaging;
- the use of recycled and recyclable materials;
- the reuse of packaging, in partnership with ecoSPIRIT in particular, with the opening of reuse channels in the United Kingdom and in the United States;
- the switch to furnaces running on alternative forms of energy.

ACTION TAKEN IN 2025

AN ELECTRICAL FURNACE TO DECARBONISE BOTTLE PRODUCTION

Adverse impact	CO ₂ emissions
Risk	Increasing scarcity of raw materials (energy)
Policy	Climate Resource use and circular economy
Action plan	Mitigation plan Ecodesign plan
Objectives	25% reduction in the Group's Scope 3 (SBTi) CO ₂ emissions by 2030 on an absolute basis 100% of our products incorporating an eco-design by 2030

Our efforts to reduce our carbon footprint also focus on packaging, which accounted for more than 20% of the Group's carbon emissions in 2025-26. A key lever for reducing this carbon footprint involves switching to decarbonised energy in glass production for the bottles used in the House of Rémy Martin's range of spirits. The production of bottles for Rémy Martin's Club range has been partially switched to Verallia's electrical furnace in Cognac since the summer of 2025. This transition from fossil fuel to electricity, combined with an increase in the use of recycled glass, reduces by 60% the CO₂ emitted in the production of the extra-white glass used in the House's bottles, compared with the carbon emitted by conventional gas-fired furnaces.

This new approach to packaging design is already making a considerable difference. In 2025-26, 580 tCO₂eq of carbon emissions were avoided.

Rémy Martin will be taking this commitment even further in 2026, when production of its 1738 Accord Royal bottles will be switched to the same electrical furnace. This transfer coincides with a new lightweight bottle design for the range in 2025, delivering a further reduction of nearly 900 tCO₂eq.

Shrinking our shipping and distribution footprint

Emissions related to shipping and distribution across the entire value chain accounted for 14% of our total emissions in 2025-26. We can harness this additional decarbonisation driver by:

- **choosing less carbon-intensive shipping solutions (rail, inland water transport):**
 - scaling up the use of low-carbon shipping solutions, such as rail, in order to transport containers from our production sites to ships bound for China and the United States,
 - consolidating shipping and opting for LCL (less-than-container load) solutions to reduce the number of haulage trucks on the road,
 - cofinancing alternative sea or road shipping solutions powered by renewable or hybrid energy,
 - developing the use of biofuels for shipping at our Chinese subsidiary, as soon as this is possible, as well as the use of electric trucks;
- **scaling back air freight and opting instead for more sustainable, less carbon-intensive shipping solutions**, such as rail or inland water transport, only using air freight for very urgent needs;
- **optimising routes, loads and shipping quantities.** A number of projects have been carried out, leading to:
 - an increase in truck and sea freight container filling rates, with the replacement of wooden pallets with slip sheets and greater per-pallet product quantities,

- the opening of a new storage hub in Shenzhen, closer to our customers,
- a reduction in the transport of packaging and raw materials, with these items now being transported in bulk or in concentrated formats to production sites closest to distribution hubs and suppliers,
- a reduction in the weight of packaging, namely bottles.

Scaling back travel (business travel and commuting)

- **business travel:** there is an internal rule that applies to all Rémy Cointreau sites around the world and sets criteria for preparing business trips. The internal reservation system automatically applies these criteria according to the length of the trip. This policy encourages people to consider arranging virtual business meetings, removing the need to travel. This is the recommended option at Rémy Cointreau. We have installed high-definition videoconferencing equipment at many of our sites to prevent people from having to travel to meetings and hence lower the related greenhouse gas emissions. In addition, every employee and their manager receives a report on their business trips each quarter with a calculation of their footprint,
- **commuting:** employees are strongly encouraged to use public or sustainable modes of transport to travel to and from work. They can avail themselves of remote working possibilities and qualify for an annual bonus if they regularly use sustainable transport options (cycling, public transport, etc.).

ACTION TAKEN IN 2025

PIONEERING WIND-POWERED CARGO SHIPS TO DECARBONISE OUR LOGISTICS CHAINS

Adverse impact	CO ₂ emissions
Policy	Climate
Action plan	Mitigation plan
Objectives	25% reduction in the Group's Scope 3 (SBTi) CO ₂ emissions by 2030 on an absolute basis

True to our commitment to reducing our carbon footprint, we are working to lower our logistics-related emissions as part of a continuous improvement approach, while maintaining the operational performance of our logistics chains.

This has led to the selection of lower-carbon transport solutions and a transition towards pioneering wind-powered cargo ships, which are a more sustainable form of maritime freight. The first step in this transition was our 2021 partnership with maritime transport operator Neoline, a pioneer in wind-powered transatlantic shipping. In October 2025, this collaboration culminated with the first transatlantic crossing for the Neoliner Origin, a 136-metre cargo roll-on/roll-off cargo vessel with a sail area of 3,000 m², carrying 11,088 bottles of Telmont in its hold. The Neoliner reduces CO₂ emissions by 80-90% compared with conventional maritime transport on the same route, while operating at an optimised commercial speed of 11 knots. This inaugural crossing revealed further decarbonisation opportunities for future Neoliner Origin sailings.

Building on these insights, we are scaling up our efforts through a broader partnership with Zéphyr & Borée, another trailblazer in wind-powered shipping. Covering the transport of 100 containers a year from 2029 onwards, this agreement opens up even more significant decarbonisation opportunities.

Approval of the transition plan by the supervisory bodies and financing

CSR strategy at Rémy Cointreau is an integral part of the Group's overall strategy, with dedicated bodies at all levels and a Director of Group Social and Environmental Responsibility who reports directly to the Chief Executive Officer and sits on the Executive Committee. The composition of this governance is described in section 1.2.

Accompanied by experts, each House draws up climate action plans and informs the industrial activities department about the capital expenditure plans and resources that will be needed to achieve the Group's decarbonisation objectives.

As part of the annual strategic planning process, the Executive Committee has approved the financing required to roll out the Rémy Cointreau "Sustainable Exception" roadmap and the climate commitments covering the entire value chain to 2030.

Given the significant complexity and uncertainty of the methodological approach, and the integration of variable multiples, we do not plan to specifically disclose for this reporting year the capital expenditure arising from the transition plan.

However, section 1.2.1, which contains information on our climate risk mapping exercise, includes details on the plans for adapting to very

high physical climate risks at our industrial sites. Broadly speaking, Rémy Cointreau has devoted €268,000 in Taxonomy-eligible/Taxonomy-aligned capital expenditure to climate change mitigation projects and €760,000 to Taxonomy-eligible/Taxonomy-aligned climate change adaptation projects.

Locked-in GHG emissions

Locked-in GHG emissions at Rémy Cointreau relate only to the future emissions expected from fixed assets over their operational lifetime.

Where they represent a material source of emissions, locked-in emissions from existing assets are measured over their entire operational lifetime.

We recognise that such locked-in emissions do exist within some of our own operations. However, they do not affect our ability to meet our SBTi targets, thanks in particular to energy efficiency improvements and our transition to 100%-renewable forms of electricity.

Transition risks linked to fixed assets with locked-in emissions are considered to be limited.

1.2.1.5 Energy consumption

The following table shows our energy consumption data for each type of source, and hence our energy mix for the year ended 31 March 2026:

INDICATOR

Scope	Indicator	2024-25		2025-26	
		Quantity	Share	Quantity	Share
GROUP ENERGY CONSUMPTION					
Constant reporting scope	Total energy consumption (MWh)	41,288	100%	39,379	100%
Constant reporting scope	■ of which fuel (MWh)	29,280	71%	27,435	70%
Constant reporting scope	■ of which electricity (MWh)	12,008	29%	11,944	30%
Constant reporting scope	Sales (€m)	964.3		919.7	
Constant reporting scope	Energy intensity (MWh/€m)	42.8		42.8	
RENEWABLE SOURCES OF ENERGY					
Constant reporting scope	Renewable energy (of which electricity) (MWh)	18,435	45%	17,349	44%
Constant reporting scope	■ Consumption of self-generated electricity, heat, steam and cooling (MWh)	305	2%	678	4%
Constant reporting scope	■ Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources (MWh)	9,695	81%	9,278	78%
Constant reporting scope	■ Fuel from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, hydrogen from renewable sources, etc.) (MWh)	8,435	29%	7,392	27%
NON-RENEWABLE ENERGY					
Constant reporting scope	Non-renewable energy (MWh)	22,853	55%	22,030	56%
Constant reporting scope	Fossil energy (MWh)	22,853	55%	22,030	56%
Constant reporting scope	■ Electricity, heat, cooling and steam from fossil sources (MWh)	2,008	9%	1,987	9%
Constant reporting scope	■ Oil and petroleum products (MWh)	12,134	53%	17,156	78%
Constant reporting scope	■ Natural gas fuel consumption (MWh)	8,632	38%	2,783	13%
Constant reporting scope	■ Coal and coal products (MWh)	0	0%	0	0%
Constant reporting scope	■ Other fossil sources (MWh)	79	0.2%	104	0.5%
Constant reporting scope	Electricity from nuclear sources (MWh)	Not available		Not available	

TARGETS

		2020-21		2024-25		2025-26		Objectives		
Scope	Indicator	Quantity	Share	Quantity	Share	Quantity	Share	Permanent since 2025	2030	2050
GROUP ENERGY CONSUMPTION										
Constant reporting scope	Renewable energy (of which electricity) (MWh)	10,031	22%	18,435	45%	17,349	44%		100%	
Constant reporting scope	Share of purchased or acquired electricity, heat, steam and cooling from renewable sources (if available)			9,695	81%	9,278	78%		100%	
Constant reporting scope	Share of fuel from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, hydrogen from renewable sources, etc.) (if available)			8,435	29%	7,392	27%		100%	

Description and methodology used to calculate targets and metrics

High climate impact activity: all of the Group's activities are considered to be high climate impact activities (in agriculture and in manufacturing, where energy is used for distillation).

Renewable energy consumption: this is the total consumption of purchased and self-generated energy from renewable sources during the financial year as a percentage of the Group's total energy consumption. This indicator should be assessed based on the local availability of renewable energy.

Share of purchased or acquired electricity, heat, steam and cooling from renewable sources (if available): Renewable electricity

consumption: this is the total consumption of purchased renewable electricity during the financial year as a percentage of the Group's total electricity consumption. This indicator should be assessed based on the local availability of renewable energy.

Share of fuel from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, hydrogen from renewable sources, etc.) (if available): fuel from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, hydrogen from renewable sources, etc.): this is the total consumption of purchased renewable fuel during the financial year as a percentage of the Group's total fuel consumption. This indicator should be assessed based on the local availability of renewable energy.

1.2.1.6 Greenhouse gas emissions assessment

Gross Scope 1, 2, 3 GHG emissions for 2025-26 are shown in the following table:

Scope	Indicator	2024-25		2025-26	
		Quantity tCO ₂ eq	Share	Quantity tCO ₂ eq	Share
Partial	Scope 1, 2 and 3 CO₂ emissions – (tCO₂eq)	155,290		148,660	
Partial	Scope 1 GHG emissions	5,614		5,376	
Partial	Percentage of Scope 1 GHG emissions covered by regulated emissions trading systems (%)				
Partial	Biogenic CO ₂ emissions from the combustion or biodegradation of biomass included in Scope 1 GHG emissions				
Partial	Scope 2 GHG emissions	652		655	
Partial	Scope 2 GHG emissions (location-based)	1,340		1,331	
Partial	Gross Scope 2 GHG emissions (market-based)	651		655	
Partial	Biogenic CO ₂ emissions from the combustion or biodegradation of biomass included in Scope 2 GHG emissions				
Partial	Percentage of Scope 2 GHG emissions covered by contractual instruments		82%		78%
Partial	Percentage of contractual instruments used for the purchase and sale of energy bundled with energy attribute information		100%		100%
Partial	Percentage of contractual instruments used for the purchase and sale of energy for unbundled energy attribute claims		0%		0%
Partial	Material Scope 3 GHG emissions	149,024		142,629	
Partial	Total gross indirect GHG emissions (Scope 3)	149,024		142,629	
Partial	1 Purchased goods and services	113,101		106,069	
Partial	2 Capital goods	4,479		3,615	
Partial	3 Fuel and energy-related activities (not included in Scope 1 or 2)	2,459		2,571	
Partial	4 Upstream transportation and distribution	19,361		20,429	
Partial	5 Waste generated in operations	310		296	
Partial	6 Business travel	478		549	
Partial	7 Employee commuting	1,882		1,773	
Partial	8 Upstream leased assets	519		516	
Partial	9 Downstream transportation and distribution	2,647		2,851	
Partial	10 Processing of sold products	NA		NA	
Partial	11 Use of sold products	NA		NA	
Partial	12 End-of-life treatment of sold products	3,788		3,960	
Partial	13 Downstream leased assets	NA		NA	
Partial	14 Franchises	NA		NA	
Partial	15 Investments	NA		NA	
Partial	Biogenic CO ₂ emissions in the value chain not included in Scope 3				
Partial	Percentage of GHG emissions calculated using primary data			98%	
Partial	Total GHG emissions (location-based)	155,859		149,337	
Partial	Total GHG emissions (market-based)	155,171		148,660	

BREAKDOWN OF EMISSIONS BY COUNTRY AND CO₂ EMISSIONS INTENSITY

Scope	Indicator	2024-25		2025-26	
		Scope 1 and 2 emissions (tCO ₂ eq)	Scope 3 emissions (tCO ₂ eq)	Scope 1 and 2 emissions (tCO ₂ eq)	Scope 3 emissions (tCO ₂ eq)
Partial	Barbados	2,807	6,280	2,793	5,350
Partial	United States	247	708	204	642
Partial	France	294	125,460	293	119,975
Partial	Greece	237	10,232	267	10,789
Partial	United Kingdom	2,680	6,343	2,474	5,875

CO₂ EMISSIONS INTENSITY

Scope	Indicator	2024-25	2025-26
		Quantity	Quantity
Constant reporting scope	Sales	964.3	919.7
Partial	Intensity of total GHG emissions (location-based) (tCO ₂ eq/€m of sales)	161.6	162.4
Partial	Intensity of total GHG emissions (market-based) (tCO ₂ eq/€m of sales)	160.9	161.6

Description and methodology used to calculate indicators

Net sales: this equates to Group sales (explained in section 4.1.2 "Analysis of sales") less the sales generated on third-party products.

95% assurance level: the Group's GHG emissions assessment methodology and definition have been assessed by an independent third-party expert, with an assurance level of more than 95%. This is because over 98% of the data used to calculate the carbon footprint is primary data, with scopes excluded from the assessment and the distribution subsidiaries being estimated to account for less than 2% of total GHG emissions, such that their footprint is not material.

Sites, companies and activities included in the scope

The scope of the GHG emissions assessment is limited to the production sites belonging to the Rémy Cointreau group:

- Angers (Cointreau SA);
- Cognac (ERM and DRM);
- Damery (SAS Telmont);
- Cornillon (DHG);
- Islay (BDCL);
- Barbados (MGD);
- Seattle (Westland);
- Samos (SEAM).

The Paris offices (Balzac and Vendôme) and the Glasgow and Athens offices have also been included in the assessment.

The Kifissia packaging site in Greece, used for the Metaxa brand, has been integrated into the GHG emissions assessment under the Samos site, even though it does not belong to Rémy Cointreau. Only data relating to the production of Metaxa has been incorporated.

Group companies engaged solely in service activities (financial services or distribution), rather than production activities, are excluded from the GHG emissions assessment as their carbon footprint is not material.

Sales of third-party products (non-Group brands) by our distribution subsidiaries are also excluded.

Scope of the GHG emissions assessment

The scope of the GHG emissions assessment is as follows:

Scope 3 Category 1: solely includes goods purchased during the reporting period. Services are therefore excluded as they do not leave a material footprint.

Scope 3 Category 4: encompasses all operations involving the transportation and distribution of Rémy Cointreau products both upstream and for delivery to tier 1 customers directly invoiced by a Group company.

Scope 3 Category 9: includes the downstream transportation of products by end customers, covering only sales generated in the stores located at the Cognac and Angers production sites.

Scope 3 Category 12: covers estimated emissions from the end-of-life treatment of Rémy Cointreau products sold by the Group during the reporting period.

Scope 3 Categories 10, 11, 13, 14 and 15 are excluded as they are not relevant to the Group's value chain and are not material.

Data scope

The data relating to the GHG emissions of our production sites is derived from primary data taken from meter readings or ERP-type information systems, to which emission factors have been directly applied. These emission factors are sourced primarily from global databases (Ecoinvent, DEFRA, WFLDB, GLEC, etc.), data from our suppliers and specific life cycle assessments (LCA) commissioned by the Group.

Only a limited share of Scope 3 Category 2 (office supplies, specialised machinery, building refurbishment and IT hardware) and Scope 3 Category 8 (photocopiers, forklifts) GHG emissions is estimated using spend-based emission factors.

Time boundary

Our GHG emissions are calculated for the period covering 1 April to 31 March, in line with our financial statements.

CHANGES AND CLARIFICATIONS RELATING TO THE REPORTING PERIOD

The increased level of granularity has led us to make minor adjustments to the GHG emissions assessment in order to better reflect actual GHG emissions and retain a comparable scope. This has led us to make the following changes for the 2020-21 base year and for the prior year:

Scope	Site	Change	2020-21 change	2024-25 change
Scope 2	Samos	Update of the emission factor	231	103
Scope 3.1	Angers/Islay/Samos	Change of emission factors for alcohols	4,581	398
Scope 3.1	Angers	Integration of ingredient purchases for the Passoa brand	131	4
Scope 3.1	Cognac	Inclusion of additional purchases	31	
Scope 3.1	Barbados	Change of emission factor for milk	-743	469
Scope 3.5	Cornillon	Change relating to waste transportation		-88
Scope 3.12	World	Change relating to waste transportation	-6,379	
TOTAL			-2,148	886

1.2.1.7 GHG removals and GHG mitigation projects financed through carbon credits

No carbon credits were retired by Rémy Cointreau during the 2025-26 reporting period. Given the lengthy timeframes and complexities involved in the projects we have committed to through funding, we cannot report on the number of credits to be retired in the future. We will therefore not be disclosing this information in this report.

1.2.1.8 Internal carbon pricing

A strategic compass for our climate transition

As part of our transition plan, we introduced an internal carbon price of €172/tCO₂e, calculated based on an average of the prices estimated by the Quinet Commission for 2025 and prices in the EU Emissions Trading System (ETS).

Selection of robust frameworks

To provide a robust basis for our assessment of financial transition risks, we selected two distinct but complementary frameworks:

- **the “Quinet price” (“value for climate action” – VCA):** this is a “shadow carbon price” set by the French government to guide public investment decisions. It reflects the socio-economic value of avoiding one tonne of CO₂ emissions and follows an upward trajectory aligned with France’s long-term objective of achieving carbon neutrality by 2050. The integration of the Quinet price

reflects a long-term view of the energy transition within our strategy;

- **the EU ETS price:** the EU Emissions Trading System price refers to the market price of emission allowances within the world’s largest “cap-and-trade” system. The price is determined by the supply of allowances, which is capped by the EU, and demand from covered industries. This price reflects the immediate and actual cost of greenhouse gas emissions and serves as a direct indicator of current financial risks associated with carbon-intensive activities.

Climate transition risk analysis tool

Internal carbon pricing based on two hybrid reference frameworks is a useful tool to analyse the climate transition risks for the Group, as it makes it possible to:

- **balance short-term volatility with a long-term vision:** the often volatile EU ETS price may lead to short-term decision-making. Conversely, relying solely on the higher, forward-looking Quinet price could disconnect the Group’s investments from current market realities. A combined price smooths market fluctuations while firmly placing the Group’s strategy on a credible, long-term decarbonisation pathway;
- **anticipate regulatory tightening:** the EU ETS is designed to become more stringent over time, with a steadily declining emissions cap. An organisation that integrates the Quinet trajectory is better able to anticipate future increases in the EU ETS price, and hence mitigate the risk of not being prepared for stricter climate policies.

Decarbonisation decision-making tool

We keep our internal carbon price at such a high level to guide our decarbonisation actions:

- **for the short term, based on the estimated carbon footprint of our supply chain and Scope 3 operating costs (OpEx and CoGS):** this tool guides buyers towards suppliers and materials with lower CO₂ emissions profiles;
- **for the long term, based on the estimated carbon footprint of capital expenditure (CapEx):** we can use this tool to analyse the return on capital investment (new distilleries, energy-efficient production processes, sustainable farming practices, etc.) and to avoid investing in carbon-intensive assets that may become financial liabilities (locked-in emissions) as carbon prices rise.

Process

When a new purchase or investment is being considered, Rémy Cointreau will compare the estimated cost per avoided tonne of CO₂ with the internal carbon price:

- If the cost per avoided tonne is lower, the investment is economically sound from a climate action perspective.
- If the cost per avoided tonne of carbon is higher, this may indicate a need to explore more cost-effective solutions or to anticipate that the investment will become profitable as the internal carbon price continues to increase.

The internal carbon pricing mechanism is not used to value assets in the financial statements.

Reference	2025	2026	2027	2028	2029	2030
2025 Quinet curve	256	264.8	273.6	282.4	291.2	300
EU ETS price	65	80	95	110	125	140
Average benchmark price in tCO ₂ e/q	161	172	184	196	208	220

The Group used this method to analyse all Scope 1, 2 and 3 decarbonisation projects approved in 2025-26.

1.2.2 WATER RESOURCES

1.2.2.1 Material impacts, risks and opportunities related to water

Our double materiality assessment identified two material matters related to the management of water as a resource. The withdrawal from the environment of water needed for the Group's activities and those of its suppliers may contribute to the depletion of available water resources, leading to an adverse impact on local communities

or ecosystems. Additionally, the management of water resources carries a risk for the Group should any usage restrictions be introduced at times – or in areas – of high water stress that might disrupt production systems.

These two material matters are described in detail below:



WATER RESOURCES

	DESCRIPTION OF IROS	POLICY	ACTION PLAN	OBJECTIVES
	Increasing water scarcity and stress Adverse impact, partly linked to our activities and those of our suppliers, relating to the increasing scarcity of water, due to high demand in agricultural and industrial areas, and which may lead to water stress, affecting local ecosystems and the communities that depend on this resource.			100% of Group-owned estates to make the switch to regenerative farming by 2030 20% reduction in total water consumption (litres) per litre of alcohol produced (performance since 2022-23) by 2030
	Restrictions on water use Risk related to our operational dependency, whereby continuity is contingent on our ability to maintain sufficient water withdrawals, in a context where regulatory restrictions may also result in additional costs for sustainable water management (e.g. adaptation of production schedules to the availability of water resources, increase in the cost of packaging tied to processing, recycling or any other necessary process).	Biodiversity Water	Adaptation and mitigation plan Biodiversity Adaptation and mitigation plan Water	20% reduction in total water withdrawn (litres) from the environment per litre of alcohol produced (performance since 2022-23) by 2030

Adverse impact	S = Short term	Upstream value chain
Risk	M = Medium term	Own operations
Positive impact	L = Long term	Downstream value chain
Opportunity		

All the environmental, social and societal impacts, risks and opportunities that are material for the Group are measured, updated and tracked using the methodology described in section 1.1.3.2 "Double materiality assessment".

The views of stakeholders are integrated into the Group strategy as described in section 1.1.4.2 "Interests and views of stakeholders".

1.2.2.2 Policy related to the management of water resources

Responsible water stewardship is a key operational issue for Rémy Cointreau, as water is such an essential resource for the creation of our exceptional products. The Group's long-term viability is closely linked to the preservation of the water cycle, prompting us to formalise our commitment in this area in the form of a dedicated policy.

Our Water Stewardship Plan launched in 2023 ensures this strategy is effectively implemented in practice. This plan relies on two pillars:

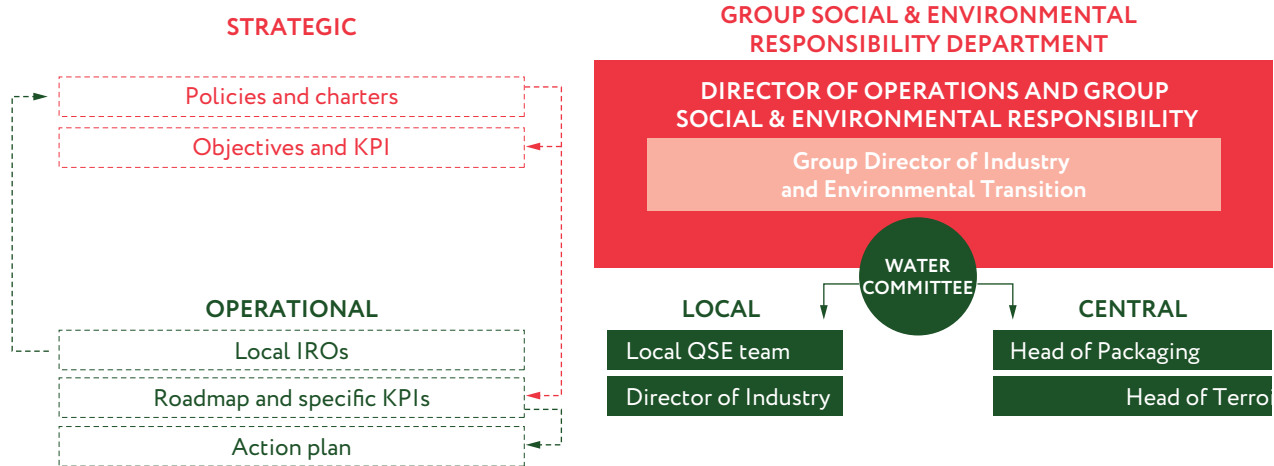
mitigating the Group's impact on water resources and adapting its activities to water-related risks.

With specific governance oversight, the plan is structured around risk and impact measurement, the improvement of practices guided by clear objectives, the involvement of all stakeholders in the value chain and performance monitoring through KPIs.

Our plan to reduce water withdrawal and consumption volumes prioritises industrial sites located in areas of high water stress or in areas that have already experienced water restrictions.

Governance

Our policy, action plans and targets for the management of water resources are validated centrally by the Social and Environmental Responsibility department, then shared by the Group industrial director and rolled out and adapted by the local industrial directors and QSE teams.



Measuring our impact on water resources

Our use of water varies according to the local context of our own operations and those of our suppliers. It also depends on circumstances in each of the geographical areas in which we operate, with varying water availability and water quality and, in some cases, usage restrictions. In response to these varying circumstances and different interactions with water resources, we regularly measure and track our water withdrawals based on how the water is sourced (water concessions, surface water, groundwater, etc.) and what it is used for at each of our production sites. A number of initiatives are underway to obtain more accurate readings of withdrawal and consumption levels, such as the installation of flow meters to enhance data quality. This more precise measurement means that we are then able to introduce actions plans tailored to each site and its specific context.

Measuring withdrawals at our industrial sites

We measure the volumes of water withdrawn at each of our industrial sites. This includes both the cubic metres of water withdrawn from underground aquifers and the water pumped from surface water bodies to be used in our production operations. These volumes are measured using flow meters and water meters installed at all our production sites.

In 2023, all our sites mapped out in detail each of their industrial processes together with their water withdrawals. This showed where the largest consumption volumes were concentrated and helped us to detect any waste or inefficient water management incidences in our processes.

In 2025-26, water withdrawals totalled 278,130 m³, for the Group, which was 36% below the 2022-23 baseline. The Bruichladdich whisky distillery and Mount Gay rum distillery used the largest volumes of water. They accounted for 71% of the water withdrawn from the environment by the Group.

Measuring consumption at our industrial sites

Water consumption refers to all the withdrawals used to produce our wines, liqueurs and spirits, less all the discharges measured at our sites.

In 2025-26, water consumption at the Group's industrial sites came to 60,093 m³. This was 56% below the baseline. It stood at 1.46 litres for every litre of alcohol produced, equating to a decrease of 50% relative to 2022-23.

Measuring water-related risks

At Group sites

We have also precisely mapped the water-related risks to which our industrial sites are exposed. For this, we used the Waterplan solution, which combines global scientific data with local insights from experts on the ground.

Our analysis covered physical risks, such as water stress and water quality, as well as transition risks, such as exposure to regulatory shifts and reputational risks.

Using this granular approach, we were able to identify vulnerabilities across all our sites, which meant that we were able to prioritise actions for each site, according to the identified risk(s) and their criticality.

Methodology

We conducted our analysis during the 2025-26 reporting period based on a median of three climate scenarios: a "low GHG emissions" scenario [SSP1-2.6], a "high GHG emissions" scenario [SSP3-7.0] and a "very high GHG emissions" scenario [SSP 5-8.5], and a 30-year rolling average. This approach both smooths short-term interannual variations (2025) and accounts for the expected evolving impacts of climate change, ensuring a robust scenario analysis based on realistic variables.

The final projected indicator values are aggregated at watershed level 7.

This risk analysis enabled us to introduce suitable resilience plans at each site, aimed at reducing their water consumption and making them more able to withstand increasing water shortages.

For the mapping below, we have considered high (4/5) and very high (5/5) physical water risks affecting our industrial sites.

The mapping of climate risks, including water-related risks, at the Group's agricultural sites is explained in section 1.2.3, together with the resilience plans rolled out to address these risks.

MAPPING OF WATER-RELATED PHYSICAL RISKS AFFECTING OUR INDUSTRIAL SITES

House	Location	Nature of risk	Inherent physical risks	Resilience plan
Metaxa	Greece	Water stress	■ Availability of groundwater and surface water ■ Pressure on water supply in local communities	■ Reduction in water withdrawals ■ Optimisation of water consumption ■ Supply chain security
		Quality	■ Deterioration in groundwater and surface water quality	■ Water quality monitoring and treatment
Rémy Martin	France	Water stress	■ Availability of groundwater and surface water ■ Pressure on water supply in local communities	■ Reduction in water withdrawals ■ Optimisation of water consumption ■ Supply chain security
		Quality	■ Deterioration in groundwater and surface water quality	■ Water quality monitoring and treatment

Resource inflows

Some of the suppliers of the raw materials we need to produce our wines, liqueurs and spirits (bitter orange, sugar cane, eaux-de-vie distilled from wine and muscat wine) are located in watersheds exposed to "high" or "very high" water stress risks.

Raw materials exposed to risks and the resilience plans rolled out to address these risks are mapped in section 1.2.3.

Shrinking our "water footprint"

We follow the "3Rs", which involves prioritising action plans aimed at reducing the water consumption at our sites, while also developing practices to reuse and recycle water. Broadly speaking, the Group is committed to achieving a 20% reduction in water withdrawals per

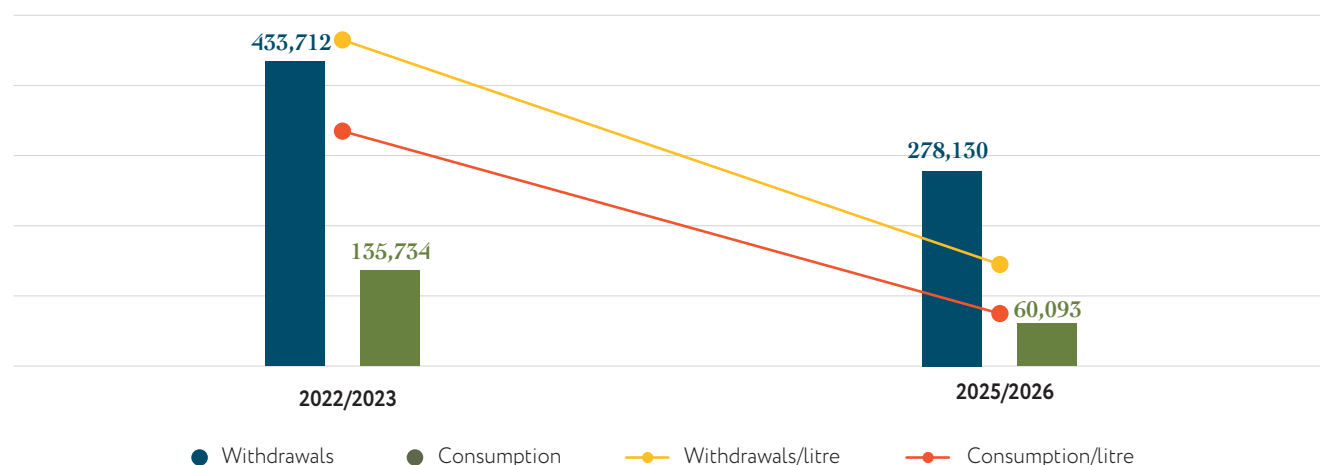
litre of alcohol by 2030-31, compared with 2022-23, across all our industrial sites, and a 30% reduction at sites located in water stress areas.

Reducing withdrawals

The mapping of water withdrawals at industrial sites in 2023 helped us to identify a number of actions to reduce them. These include harvesting rainwater to water the green spaces at our estates, optimising water treatment processes through reverse osmosis systems in particular and installing a cooling tower for the water used in still condensers.

These actions have been rolled out at our sites and are explained in more detail in section 1.2.2.4 "Actions and resources related to water and marine resources" below.

WATER WITHDRAWALS AND CONSUMPTION (M³)



Reusing and recycling water

We have been developing initiatives to reuse water at sites that are most exposed to water stress. This includes redirecting water used in the cask gauging process to fill fire control reservoirs. We are also gradually introducing rainwater harvesting systems at our sites. The rainwater can then be used to water green spaces on our estates, limiting withdrawals from aquifers.

These actions have been rolled out at our sites and are explained in more detail in section 1.2.2.4 “*Actions and resources related to water and marine resources*” below.

Improving practices to manage water resources more sustainably

In our terroirs

By gradually converting our estates to regenerative agriculture methods and encouraging our direct suppliers of agricultural ingredients to do likewise, we will improve water seepage and retention in the soil, particularly during dry spells, and enhance water conservation. Some environmental certification programmes, such as France’s HVE (“High Environmental Value”) programme, contain a component relating to water conservation and the installation of retention zones. These programmes are explained in more detail in section 1.2.3 “*Biodiversity*”.

Rémy Cointreau is also working with other local industry operators to help conserve the availability and quality of water for local communities. In the Cognac AOC, which is one of the areas most exposed to a near- and medium-term risk of water stress, the House of Rémy Martin is actively involved in work being carried out by the BNIC (Bureau National Interprofessionnel du Cognac). This work is part of the cognac sector’s contribution to a regional response to issues regarding the River Charente’s watershed.

In industrial practices

75% of the volumes produced at our industrial sites are covered by ISO 14001 certification. This requires the sites to have processes in place to monitor and improve their water consumption levels and their discharges back into the natural environment.

Training and educating employees and partners

We have training and awareness programmes in place on key water-related issues for all our employees. In 2024, we teamed up with Axa Climate to develop an online sustainable development course, which contains an entire section on water.

Our various Houses also engage with their direct suppliers of agricultural ingredients through training programmes aimed at supporting them in their switch to regenerative practices.

1.2.2.3 Objectives and metrics related to the management of water resources

Bearing in mind that our products have a water content of more than 50%, we use water both indirectly through the agricultural ingredients sourced from our upstream value chain, and directly in our own creation processes.

Water is a fundamental ingredient in our products and cannot be reduced. However, we have set an objective for 2030 to reduce our water withdrawals by 20%, particularly for our production processes.

This metric is also especially relevant given the actions that Rémy Cointreau has already taken and the occasional water restriction measures applied in the Cognac region.

As part of our roadmap, we have set ourselves the following voluntary objectives to track our progress in implementing actions to manage impacts and risks relating to water conservation:

INDICATORS

Scope	Indicator	2024-25	2025-26
		Volume	Volume
Constant reporting scope	Water withdrawals (m ³)	308,427	278,130
Constant reporting scope	Water withdrawal intensity (m ³ /€m)	320	302
Constant reporting scope	Total water consumption (m ³)	64,119	60,093
Constant reporting scope	Total water consumption in water stress areas (m ³)	24,021	31,444
Constant reporting scope	Water consumption intensity (m ³ /€m)	66	65
Constant reporting scope	Effluent (m ³)	244,308	218,037
Constant reporting scope	Volume of recycled and reused water (m ³)	0	0

Definition and clarifications regarding the calculation of metrics

Water withdrawals (m³): total volume of water in cubic metres drawn from groundwater or surface water by the Group's industrial sites. The volume of water withdrawals is calculated based on direct meter readings.

Volume of effluent (m³): total volume of water in cubic metres discharged by the Group's industrial sites. The volume of water discharged is calculated using direct meter readings.

Total water consumption (m³): total volume of water withdrawn by the Group's industrial sites less the water discharged back into the natural environment.

Total water consumption in water stress areas (m³): total volume of water withdrawn less the water discharged back into the natural environment by the Group's industrial sites in areas of water stress or subject to water restrictions.

Water withdrawal intensity (m³/€m): total volume of water withdrawn from the environment by the Group's industrial sites per million euros of consolidated sales.

Water consumption intensity (m³/€m): total water consumption by the Group's industrial sites per million euros of consolidated sales.

TARGETS

		2022-23	2024-25		2025-26		Objectives		
Scope	Indicator	Volume	Volume	Share	Volume	Share	Permanent	2030	2050
WATER STEWARDSHIP									
Constant reporting scope	Reduction in water withdrawals (m³)	433,712	308,427	-29%	278,130	-36%		-20% -30% Cognac and Samos	
Constant reporting scope	Reduction in total water withdrawals, in litres, per litre of alcohol produced (performance since 2022-23)	9.3	7.4 litres	-20%	6.7	-28%		-20%	

Definition and clarifications regarding the calculation of targets

Reduction of water withdrawals: absolute reduction in the total volume of water in cubic metres drawn from groundwater or surface water by the Group's industrial sites relative to the 2022-23 base year.

The volume of water withdrawals is calculated based on direct meter readings.

Total water withdrawals (litres) per litre of alcohol produced: total water withdrawals by the Group's industrial sites over the total volume, in litres, of products sold during the reporting period relative to 2022-23.

1.2.2.4 Actions and resources related to water and marine resources**ACTION TAKEN IN 2025****SEATTLE: A LIQUID WASTE TREATMENT FACILITY**

Adverse impact	Increasing water scarcity and stress
Adverse impact	CO ₂ emissions
Policy	Climate Water
Action plan	CO ₂ emissions mitigation plan and <i>Water Stewardship Plan</i>
Objectives	25% reduction in the Group's Scope 3 (SBTi) CO ₂ emissions by 2030 on an absolute basis

Westland introduced a heat recovery and stillage treatment system in July 2024 to harness distillation waste. After distillation, the stillage passes through an exchanger where the heat is recovered and then used to pre-heat the water used in the mashing process. The residue is then treated to reduce its pH and filter the solid matter so that it can be safely discharged into the municipal water treatment system.

ACTION TAKEN IN 2025

CONTINUED ROLL-OUT OF THE WATER STEWARDSHIP PLAN AT OUR SITES

Adverse impact	Increasing water scarcity and stress
Risk	Restrictions on water use
	Increase in the cost of water
Policy	Water
Action plan	<i>Water Stewardship Plan</i>
Objectives	-20% reduction in water withdrawals per litre of product

Process optimisation and employee awareness are key focuses at Cointreau

In 2025, Cointreau continued and stepped up its initiatives to optimise its “water footprint”, namely through detailed mapping of water usage. This enabled it to pinpoint priority actions at its production sites, which account for a significant share of the House’s water withdrawals.

This new action plan has three main focuses:

- **the establishment and coordination of a working group** to regularly monitor actions, ensure initiatives are consistent and leverage internal expertise;
- **the implementation of targeted actions**, with a focus on improving the efficiency of the reverse osmosis system and an in-depth audit of cleaning processes in production by a specialised organisation called Elodys to identify areas in which tangible improvements can be made, delivering increasing water savings as these improvements are gradually rolled out;
- **employee awareness actions** to encourage people to think about how they can save water and look out for potential leaks, in line with climate action efforts and regulatory requirements.

This plan is part of a long-term strategy to reduce by 20% the volume of water withdrawn from the environment by 2030-2031, on an absolute basis, reflecting the Group’s commitment to responsible water stewardship.

The Angers site is a good example. The sustainable water stewardship actions undertaken at this site, which is one of the Group’s industrial sites that uses high volumes of water, show a collective ambition to use water more efficiently and limit the site’s environmental impact.

The first series of measures involved optimising the reverse osmosis system, by reducing rinsing frequency and increasing the recovery rate to 68.5%, lowering the volume of water discharged per litre of purified water, while maintaining filtered water quality. Another course of action focused on optimising the timing of water replacement in sprinkler storage tanks to prevent corrosion.

A water conservation plan for Cognac

The Cognac site is located in an area that is very vulnerable to water stress during the summer, and has already experienced water usage restrictions. It is therefore one of the sites we are prioritising in our water stewardship policy, with a dual focus: reducing water withdrawals and developing an evidence-based approach to sharing water resources with other local stakeholders who rely on it. In compliance with local regulations, Rémy Martin is actively committed to reducing its water consumption at its Cognac sites, particularly at its Product Development Centre (CEP), which is classified as a SEVESO high threshold site and uses more than 10,000 cubic metres of water per year.

A number of actions were taken in 2025-26:

- consumption analysis using meter readings taken before and after the weekend so as to detect and repair any leaks, and introduction of weekly monitoring procedures to detect unusual water consumption levels and act swiftly to repair any new leaks;
- shutdown of water supply to fire control reservoirs at the CEP and UCM sites, and increase in maximum reservoir levels to ensure sufficient minimal levels at the end of summer for site fire protection;
- reuse of racking water;
- work with BWT, a specialised reverse osmosis company, to optimise the system’s efficiency;
- capture of rainwater to water green spaces at the Cognac site.

1.2.3 BIODIVERSITY

1.2.3.1 Material impacts, risks and opportunities related to biodiversity

We craft our exceptional wines, liqueurs and spirits from agricultural raw materials (grapes, eaux-de-vie distilled from wine, grains, orange peel, sugar cane, barley and beets). Soil health in the terroirs in which these ingredients are produced dictates their quality and quantity. Wood-derived materials also go into the manufacture of our products (oak casks, corks, labels and cardboard) and must be managed sustainably to ensure they retain a high standard and continue to be available.

Our double materiality assessment identified two inherent **dependency risks to our activities**: a risk of dependency on **natural ecosystems** and a **risk of dependency on the agricultural inputs** used to produce some of the raw materials essential to our operations.

We also identified two biodiversity-related adverse impacts connected to our own operations and our upstream value chain.

The first such impact relates to the **agricultural practices** used to supply grapes, eaux-de-vie distilled from wine, oranges, sugar cane, rye, barley and beets to the Group. Such practices may have a harmful effect on the biodiversity and ecosystems of the land used to produce these ingredients.

The second impact relates to the supply of casks, corks and packaging (paper, cardboard, etc.), which can put a **strain on forest resources and be harmful to biodiversity** in the areas in which these materials are produced.

Climate change affects the water cycle, making the availability of water resources increasingly fragile (drought, etc.) and causing more frequent extreme weather events, with an adverse impact on biodiversity (soil erosion, etc.). Farming methods that can lead to

overexploitation of resources or loss of biodiversity in our terroirs can also have an adverse impact. The risks taken into account when assessing our **climate resilience** can range from a decline in the quality of our raw materials to difficulties sourcing such materials due to the effects of climate change.

Beyond these physical risks, the Group may also be exposed to **risks relating to regulations**, such as restrictions on the supply of certain categories of ingredients or difficulties sourcing them (e.g. ingredients entailing a high risk of deforestation or harm to the natural environment).

Our strategy regarding the conservation and restoration of biodiversity relies on the use of regenerative agriculture practices, which have a **beneficial** impact on the resilience of ecosystems and local communities, through the retention of CO₂, water and organic matter in the soil and the conservation of natural habitats.

However, it is important to note that these impacts, dependencies, risks and opportunities mainly relate to biodiversity and agricultural practices in our upstream value chain. Group-owned land devoted to agricultural activities covers just 2% of the total land area needed to produce the ingredients that go into our products. We source the rest of the agricultural raw materials we need (e.g. oranges, sugar cane, grapes, eaux-de-vie distilled from wine, rye, barley and beets) from suppliers and partners outside our operational scope, as illustrated by the resource inflow diagram in the “*Resource inflows and outflows*” paragraph of section 1.2.4.

The following table shows the IROs under ESRS E1 relating to climate resilience that are intrinsically linked to agricultural practices and incorporated into our Biodiversity policy:



BIODIVERSITY AND ECOSYSTEMS

DESCRIPTION OF IROS		POLICY	ACTION PLAN	OBJECTIVES
Agricultural practices that harm the natural environment				
		Adverse impact of agricultural practices (namely the use of chemical inputs and tillage) leading to a decline in soil quality and harmful effects on the natural environment, with impacts on local ecosystems, particularly on plant life, wildlife and pollinating insects.		
Strain on forest resources				
		Adverse impact related to the use of forest resources to produce casks, corks and packaging, and to potential deforestation (supply-related, e.g. in Brazil and Dominican Republic) or confirmed deforestation (conversion of natural ecosystems into agricultural land), increasing the pressure on local biodiversity.		
Dependency on local ecosystem services				
		Risk related to a decline in the quantity and quality of raw materials grown on agricultural land or in vineyards, due to degraded local ecosystem services (e.g. loss of soil fertility).		
Dependency on agricultural inputs				
		Climate Biodiversity Water	Adaptation and mitigation plan Biodiversity Resource use and circular economy	100% of Group-owned estates to make the switch to regenerative farming by 2030 100% of agricultural ingredients essential to the Group to be produced using certified responsible or sustainable methods by 2030 100% of direct suppliers of agricultural ingredients to be trained in regenerative farming by 2030 100% of packaging to be manufactured from wood sourced from FSC- or PEFC-certified resources by the supplier, by 2030
CLIMATE RESILIENCE				
Vulnerability of agricultural land and local communities				
		Measures to adapt farms to climate change (water stress, soil erosion, rising temperatures, etc.) can upset the local environmental equilibrium and impact the living and working conditions of rural communities that depend on their harvests.		
Sustainable agriculture practices				
		By supporting farmers in their switch to regenerative methods that are adapted to the changing climate, we can help reduce greenhouse gas (GHG) emissions and preserve the soil and biodiversity. This, in turn, will make local ecosystems and communities more resilient to climate-related disruption.		
Climate-related vulnerability of our activities				
		The Group's dependency on agricultural, winegrowing and natural resources (water, fertile soil) and on infrastructure exposed to climate hazards (acute hazards such as drought, flood, storms and forest fires; and chronic hazards such as changing temperatures, frost, soil erosion and degradation, changing precipitation patterns, etc.), could lead to material financial losses and have repercussions for the entire supply chain.		
Adverse impact	S = Short term	Upstream value chain		
Risk	M = Medium term	Own operations		
Positive impact	L = Long term	Downstream value chain		
Opportunity				

All the environmental, social and societal impacts, risks and opportunities that are material for the Group are measured, updated and tracked using the methodology described in section 1.1.3.2 "Double materiality assessment".

1.2.3.2 Biodiversity policy and transition plan

This section, which summarises the Rémy Cointreau biodiversity policy, constitutes the Group's biodiversity transition plan and covers climate-related risks to raw materials that are essential to our operations, as well as the impact of our activities on biodiversity and transition risks.

We understand that the conservation and restoration of ecosystems is closely connected to the sustainability of our essential resources (ingredients and water). We have therefore rolled out our biodiversity policy by combining our climate mitigation and climate adaptation plans.

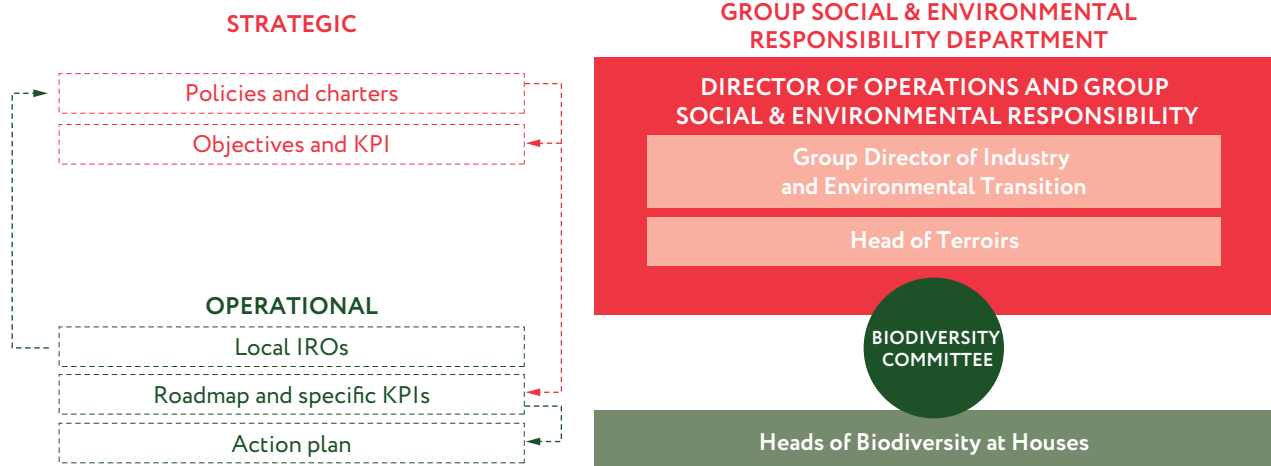
Led by a dedicated governance structure, our transition plan revolves around measuring risks and impacts, improving practices guided by clear objectives, engaging with all the stakeholders in our value chain

The views of stakeholders are integrated into the Group strategy as described in section 1.1.4.2 "Interests and views of stakeholders".

and monitoring outcomes through key performance indicators. We have also incorporated a non-regression principle, whereby we have undertaken not to lower the targets set in our other environmental sustainability policies. In doing so, we want to ensure that this plan will also help us meet our commitments in terms of reducing GHG emissions and conserving resources.

Governance

The Group's biodiversity-related policies, roadmaps and targets are approved centrally by the Social and Environmental Responsibility department. They are then shared, rolled out and adapted to local realities by a biodiversity committee headed up by the head of terroir and comprising the various terroir contacts within the Houses.



Biodiversity transition plan

We have put together our "New Generation Terroirs" action plan by considering the impacts of our activities, the level of biodiversity-related risk to which our activities are exposed and the effectiveness of climate change adaptation and mitigation actions, according to the degree of risk control within our value chain.

We determine the most suitable actions to manage our resources by measuring our impacts in a number of areas, in addition to the assessment of our CO₂ emissions, covered in section 1.2.1, and of our water withdrawals and consumption levels, covered in section 1.2.2.

Measuring our biodiversity risks

Vulnerability of terroirs to climate change

In 2021-22, we commissioned Axa Climate to map the climate risks to our terroirs looking ahead to 2050. Axa Climate assessed the climate risk of 93 terroirs around the world (in France, Scotland, Brazil, Ghana, Morocco, Spain, Mexico, the Dominican Republic, Barbados, Greece and the United States) that produce six crops essential to Rémy Cointreau's activities (oranges, sugar cane, grapes, rye, barley and beets).

For each type of crop, 13 to 17 vulnerability parameters were scrutinized, all linked to climate-related events (such as landslides or tropical storms) or to a particular agronomic sensitivity (heatwave, drought, late frost, etc.).

These analyses were carried out based on two IPCC global warming scenarios for 2050 compared with the pre-industrial era, the first being an increase in temperature ranging between +1.6°C and +2.5°C (SSP2-4.5) and the second an increase of between +1.9°C and +3°C (SSP5-8.5).

This assessment was updated in 2024-25 and found that, based on these two scenarios (which do not contain any significant differences in their conclusions), 15% of the 93 terroirs assessed presented an extreme risk by 2050, 16% a high risk, 28% a moderate risk and 41% a low risk.

The extreme or high risk in some terroirs mainly related to the sourcing of oranges and sugar cane, while grapes essentially presented a "moderate" risk. Barley, rye and beets were all found to present a "moderate" or "low" risk.

Building on this initial assessment, the Group has acquired a tool that dynamically updates analysed climate risks.

RISK MAPPING: GROUP AGRICULTURAL SITES EXPOSED TO A VERY HIGH CLIMATE RISK

House	Location	Nature of risk	Inherent risk	Resilience plan implemented
Mount Gay	Barbados	Extreme heat	Lower yields	■ Diversification of supply chains ■ Stocks to ensure production continuity ■ Sugar cane seedling nursery to maintain yields ■ R&D programme
Metaxa	Greece	Forest fire	Lower yields	■ Diversification of supply chains ■ Regenerative farming methods

Following this analysis, the Group identified two agricultural sites where chronic and acute hazards and flood risks expose them to a “very high” risk by 2030, based on the SSP2-4.5 – “Intermediate” GHG emissions scenario.

Measuring our impacts on biodiversity

The commitments and metrics supporting our biodiversity policy have been defined based on the impact drivers relating to our activities and are presented in the table below:

Direct impact driver	Commitments and metrics included in our policy	
Overexploitation of resources	Commitment	Non-contribution to deforestation
	Indicator	■ FSC/PEFC certification
	Commitment	Protecting, preserving and restoring biodiversity, with a specific reference to the sustainable use of resources
	Indicator	■ Sustainability certification for essential agricultural ingredients
Climate change	Commitment	Implementation of regenerative farming practices
	Indicator	■ Switch of Group-owned estates to regenerative farming methods ■ Training in regenerative farming for direct suppliers of agricultural ingredients
	Commitment	Non-contribution to deforestation
	Indicator	■ FSC/PEFC certification
Pollution	Commitment	Implementation of regenerative farming practices
	Indicator	■ Switch of Group-owned estates to regenerative farming methods ■ Training in regenerative farming for direct suppliers of agricultural ingredients
	Indicator	■ Training in regenerative farming for direct suppliers of agricultural ingredients
Invasive alien species	No	

Our agricultural footprint

Our agricultural footprint relating to the raw materials used to produce our wines and spirits is estimated at around 15,290 hectares (based on the estates owned by the Group and the conversion into hectares of the quantities of agricultural ingredients we purchase from third parties), of which 87% relating to grapes and eaux-de-vie distilled from wine (from all winegrowing regions in France, in particular the Cognac AOC and Champagne AOC areas), 4% to sugar cane (mainly from Barbados and the Dominican Republic), 6% to

cereal grains (from Scotland, Trièves in the French Alps and Washington State in the United States) and 3% to orange peel and orange essential oil (mainly from Brazil, Ghana, Morocco, Tunisia and Spain).

The estates owned by the Group account for less than 2% of our agricultural footprint, while the hectares belonging to our direct agricultural suppliers make up approximately 70% and those belonging to our indirect agricultural suppliers around 28%.

Impact of agricultural practices

Rémy Cointreau scientifically measures the condition of its terroirs in order to tangibly assess the impact of the regenerative farming practices it promotes. This covers aspects such as soil health and biodiversity levels in agricultural ecosystems.

Soil health is assessed by specialised independent laboratories by taking repeated measurements of the physical, chemical and biological condition of cultivated soil. This follows on from a pilot project in 2021 with Genesis, which has developed the first soil health scoring system. Soil health measurements are currently taken at the Group's agricultural estates, as well as at a representative sample of direct suppliers to Bruichladdich and Domaine des Hautes Glaces and at all suppliers to the House of Rémy Martin.

These soil biodiversity measurements are supplemented by biodiversity inventories at landscape level at the Rémy Martin and Mount Gay agricultural estates.

Impact of our activities on biodiversity

Rémy Cointreau has acquired Axa Climate's Altitude Industry digital tool to map all of the Group's sites and identify the climate hazards to which they are exposed, as well as biodiversity-related matters. Altitude was used to assess the proximity of Group sites to:

AREAS CONTAINING THREATENED SPECIES

These areas were located by referring to the Global Biodiversity Information Facility (GBIF) database. The species were divided into

four categories based on the International Union for Conservation of Nature's (IUCN) Red List (critically endangered, endangered, vulnerable and near threatened).

The data was restated, with non-endemic species being excluded from the inventory.

AREAS OF INTEREST

Areas of Interest (Aoi) for biodiversity were located based on a variety of publicly-available regional, national and international sources (French national data portal, INPN (French national inventory of natural heritage), the Biodiversity Center of Japan, Ramsar, OSPAR, European Environment Agency, the Joint Nature Conservation Committee, etc.). This information could not be obtained for the Mount Gay industrial and agricultural sites.

CRITERIA DEFINING A BIODIVERSITY-SENSITIVE AREA

To determine the proximity of an industrial site to a biodiversity-sensitive area, we looked at how close each site was to a protected area of interest or threatened species within a 10-kilometre radius.

An overall average score was assigned to identify the sites located in biodiversity-sensitive areas. Only sites of more than 5 hectares were included in the assessment.

Lastly, this score is weighted at 50% for sites that have already implemented a conservation and restoration programme based on the findings of a biodiversity audit.

RISK MAPPING: INDUSTRIAL SITES LOCATED IN BIODIVERSITY-SENSITIVE AREAS

Site	Country	Activities with a potentially adverse impact	Confirmed or potential impact on biodiversity-sensitive areas	Number of sites or areas	Hectares	Action plan	
						Biodiversity audit	Hectares covered by a conservation plan
Bruichladdich & The Botanist	United Kingdom	Mashing Distilling Storage	Water withdrawals Water discharges Land take Disruption of green and dark ecological corridors	3	14	No	
Angers	France	Distilling Storage	Water withdrawals Water discharges Land take Disruption of green and dark ecological corridors	1	9	Yes	9
Rémy Martin	France	Blending Storage	Water withdrawals Land take Disruption of green and dark ecological corridors	2	47	Yes	
Rémy Martin	France	Vinification Distilling	Water withdrawals Water discharges	1	1.85	No	

RISK MAPPING: AGRICULTURAL SITES LOCATED IN BIODIVERSITY-SENSITIVE AREAS

Site	Country	Raw material	Number of sites or areas	Hectares	Action plan	
					Biodiversity audit	Hectares covered by a conservation plan
Bruichladdich & Botanist	United Kingdom	Barley Rye	1	10	No	
Mount Gay	Barbados	Sugar cane		148	Yes	
Rémy Martin	France	Grapes	6	250	Yes	
Telmont	France	Grapes	7	15	No	
Domaine des Hautes Glaces	France	Barley Rye	1	100	No	
Westland	United States	Barley Rye	1	22	No	
Metaxa	Greece	Grapes	1	1.2	No	

In accordance with the transitional provision, we have not disclosed in this report the adverse impacts on important ecosystem services for affected communities or the actions taken to avoid such impacts.

Adapting to climate change and mitigating the impacts on biodiversity

We have rolled out our “New Generation Terroirs” action plan to adapt to the hazards brought about by global warming and protect our terroirs and their biodiversity. Through this plan, we want to make our terroirs more climate-resilient and secure our supply chains over the long term by promoting the use of regenerative agriculture methods.

Protecting, preserving and restoring biodiversity**REGENERATIVE AGRICULTURE**

We place great importance on soil health in our terroirs, which will sustainably secure our supply of high-quality raw materials.

For this reason, regenerative agriculture is the obvious choice to restore the entire ecosystem surrounding our facilities and those of our direct suppliers, and to enable these ecosystems to thrive.

Regenerative agriculture helps mitigate the effects of climate change by increasing carbon sequestration in soil and plants, helping biodiversity to thrive and improving water seepage and retention in the soil, while reducing the risk of erosion, increasing drought resilience and supporting water filtration and improved water quality, among other things.

At Rémy Cointreau, regenerative agriculture is based on five key principles: using cover crops and limiting soil disturbance, promoting crop diversity, reducing the use of synthetic inputs, developing agroforestry and integrating livestock into cropping operations.

SWITCHING TO REGENERATIVE AGRICULTURE AT ESTATES OWNED BY THE GROUP

We wanted to control the risk as much as possible for our farming and winegrowing partners, which is why we chose to first adopt regenerative agriculture at our directly-owned estates. This is because it is important to go through a phase of trial and error before we can move onto the second phase of sharing these practices with our partners.

All our agricultural estates have begun to make the switch in recent years, following the example set by Domaine des Hautes Glaces, which has been using regenerative (and organic) agriculture methods to cultivate its land for 14 years now.

At the end of March 2026, around 83% of the land on our directly-owned estates had already been switched to regenerative farming practices, compared with 75% at the end of March 2025.

SOURCING AGRICULTURAL RAW MATERIALS FROM CERTIFIED SUPPLIERS EXCLUSIVELY

We have been leading a sustainable sourcing policy since 2017-2018 with our suppliers of agricultural raw materials, whose farming practices must be certified. This certification policy for our supply chain promotes the sustainability of the agricultural resources we rely on to produce our wines, liqueurs and spirits.

Hence, at the end of March 2026, 77% of the agricultural land belonging to direct suppliers of the Group had secured a responsible and sustainable agriculture standard or label recognised by the local authorities, compared with 68% at the end of March 2025. We want to bring this percentage up to 100% by 2030.

SUPPORTING OUR SUPPLIERS

The real challenge in adapting our terroirs will be to scale up regenerative farming practices in the various agricultural sectors.

Our Houses have a range of actions at their disposal to help their direct suppliers make the transition, including technical advice, training, on-site visits and themed discussions and incentives.

At the end of March 2026, 61% of our direct suppliers of agricultural ingredients had taken part in training on regenerative farming, compared with 37% at the end of March 2025.

This policy includes anticipation of the social consequences linked to changes in supplier practices in order to protect biodiversity and ecosystems.

COMBATING DEFORESTATION

SBTi FLAG initiative

Combating deforestation is one of the Group's priorities when it comes to biodiversity conservation. As part of the SBTi FLAG (Forest, Land & Agriculture) initiative, we made a pledge in 2022 to never directly or indirectly contribute to deforestation.

We have therefore set an objective, starting in 2025, to ensure that 100% of the new casks we purchase are certified by the FSC (Forest Stewardship Council) or by the PEFC (Programme for the Endorsement of Forest Certification). This objective was achieved in full for the 2025-26 reporting period.

The decision to settle on these particular certifications was made in 2022 based on various studies showing that the FSC and PEFC labels were effective in protecting animal species, including those on the IUCN Red List of Threatened Species.

Most of the casks we use are made from wood sourced from French forests. Rémy Cointreau has been working since 2010 with the French national forestry office (ONF) on conservation and restoration programmes for French woodland. Alongside this, 88% of our wood-derived packaging is manufactured from FSC- or PEFC-certified wood sourced by the supplier and 72% of our pallets come from the circular economy.

BIODIVERSITY CONSERVATION ACTIONS AT OUR SITES

In 2025-26, nearly 79% of our sales volumes had been shipped from production sites with an environmental certification or label (ISO 14001, B-Corp, organic and bio-dynamic products, EnviroStars (Washington State, US) or ROC). A list of these certifications is provided in section 1.3.3 *"Customers and end-users"*.

Furthermore, all industrial sites have been involved in a biodiversity conservation project since 2023-24, ranging from planting trees at the edges of agricultural plots to taking part in a census of bird populations, and analysing the biodiversity at industrial sites.

The Angers site was the first to complete this type of biodiversity analysis in 2023-24, which led to the implementation of a "green" site management plan. An analysis conducted at the House of Rémy Martin's site in Merpins was completed in the fourth quarter of 2025-26 and is currently under review.

Future-proofing our supply chains

DIVERSIFICATION OF SUPPLY CHAINS

We are all too aware that weather events and biodiversity degradation can lead harvests to produce varying yields and crop quality from one

year to the next. With this in mind, Rémy Cointreau has developed a particular savoir-faire in the sourcing and production of raw materials with no geographical boundaries.

We have successfully diversified our supply chains for many raw materials, either by working with multiple suppliers or by securing the supply of materials of various origins.

Furthermore, through our plan for managing resource inflows, we continue, wherever possible, to integrate recycled or reusable sustainable resources sourced from renewable materials, with a view to reducing our dependency on virgin raw materials.

SECURING SUPPLY CHAINS

Beyond the transition to regenerative agriculture and the diversification of supply chains, our Houses ensure that their essential agricultural ingredients are included in research and development projects that seek to identify and test climate-resistant and/or disease-resistant varieties.

These R&D projects may be conducted in-house, through external collaboration or be part of public programmes.

On a constant scope basis, the percentage of Houses whose essential agricultural ingredients were included in R&D programmes looking into climate-resistant and/or disease-resistant varieties, with or without Group participation, stood at 90% at the end of March 2025, up from 80% the previous year.

1.2.3.3 Objectives and metrics

The Group's biodiversity and climate resilience objectives have been developed and approved with a panel of in-house and outside experts such as the international Act4Nature initiative. They factor in stakeholder expectations escalated by producer associations and federations of which Rémy Cointreau is a member, in keeping with the Group's SBTi FLAG pledges and the Sustainable Development Goals (SDG 3, 6, 11, 12, 13, 14 and 15).

However, we did not take ecological thresholds into consideration when we set our biodiversity-related objectives.

We have yet to implement measures to offset biodiversity loss, as mitigation measures prioritise biodiversity restoration and conservation, the prevention of adverse impacts linked to adaptation practices, and the minimisation of impacts linked to the Group's activities or those of its value chain.

INDICATORS

		2024-25	2025-26
Scope	Indicator	Quantity	Quantity
BIODIVERSITY AND CLIMATE RESILIENCE			
Constant reporting scope	Number of industrial sites having an adverse impact on biodiversity-sensitive areas	Phase-in	7
Constant reporting scope	Surface area covered by industrial sites having an adverse impact on biodiversity-sensitive areas (ha)	Phase-in	71.85
Constant reporting scope	Value of sales from business activities contributing to the protection and restoration of biodiversity and ecosystems (€m) - As provided for by the phase-in provisions of the CSRD, this datapoint will be reported in 2026-27.	Phase-in	Phase-in
Constant reporting scope	Share of sales from business activities contributing to the protection and restoration of biodiversity and ecosystems - As provided for by the phase-in provisions of the CSRD, this datapoint will be reported in 2026-27.	Phase-in	Phase-in
Constant reporting scope	Value of CapEx contributing to the protection and restoration of biodiversity and ecosystems (€m) - As provided for by the phase-in provisions of the CSRD, this datapoint will be reported in 2026-27.	Phase-in	Phase-in
Constant reporting scope	Share of CapEx contributing to the protection and restoration of biodiversity and ecosystems - provided for by the phase-in provisions of the CSRD, this datapoint will be reported in 2026-27.	Phase-in	Phase-in
Constant reporting scope	Share of OpEx contributing to the protection and restoration of biodiversity and ecosystems (%) - As provided for by the phase-in provisions of the CSRD, this datapoint will be reported in 2026-27.	Phase-in	Phase-in
Constant reporting scope	Value of OpEx contributing to the protection and restoration of biodiversity and ecosystems (€m) - As provided for by the phase-in provisions of the CSRD, this datapoint will be reported in 2026-27.	Phase-in	Phase-in
Constant reporting scope	Financial impacts of biodiversity offsets (€m) - As provided for by the phase-in provisions of the CSRD, this datapoint will be reported in 2026-27.	Phase-in	Phase-in
Constant reporting scope	Annual land-use change (ha) - As provided for by the phase-in provisions of the CSRD, this datapoint will be reported in 2026-27.	Phase-in	Phase-in

TARGETS

		2021-22	2022-23	2023-24	2024-25	2025-26	Objectives		
Scope	Indicator	Share	Share	Share	Share	Share	Permanent since 2025	2030	2050
BIODIVERSITY AND CLIMATE RESILIENCE									
Constant reporting scope	Share of Houses whose essential agricultural ingredients are included in R&D programmes looking into climate-resistant and/or disease-resistant varieties, with or without Group participation (%)				80%	90%		100%	
Constant reporting scope	Share of Group-owned estates that have made the switch to regenerative agriculture (%)				75%	83%		100%	
Constant reporting scope	Share of packaging manufactured from wood sourced from FSC- or PEFC-certified resources by the supplier (%)					88%		100%	
Constant reporting scope	Share of FSC- or PEFC-certified new casks purchased by the Group (%)	55%	94%	94%	94%	100%	100%		
Constant reporting scope	Share of agricultural ingredients essential to the Group produced using certified responsible or sustainable methods (%)				68%	77%		100%	
Constant reporting scope	Share of direct suppliers trained in regenerative farming (%)				37%	61%		100%	

Definition and clarifications regarding the calculation of targets

Share of Houses whose essential agricultural ingredients are included in R&D programmes looking into climate-resistant and/or disease-resistant varieties, with or without Group participation (%): this is the number of Houses whose essential ingredients are included in a public or in-house research and development programme, as a percentage of the total number of Group Houses.

Share of Group-owned estates that have made the switch to regenerative agriculture (%): this is the land area covered by estates belonging to the Group at which regenerative agriculture practices have been implemented, as a percentage of the total land area covered by Group-owned estates.

Share of FSC- or PEFC-certified new casks purchased by the Group (%): this is the total quantity of FSC- or PEFC-certified new casks purchased during the reporting year, as a percentage of the total quantity of new casks purchased over the same period.

Share of packaging manufactured from wood sourced from FSC- or PEFC-certified resources by the supplier (%): this is the total quantity, in kilogrammes of dry matter, of FSC- or PEFC-certified wood-derived materials purchased during the reporting year, as a percentage of the total quantity, in kilogrammes of dry matter, of wood-derived materials purchased over the same period.

Share of agricultural ingredients essential to the Group for which a sustainable or responsible certification process has been initiated (%): this is the total volume, in hectares, of agricultural ingredients purchased from direct and indirect suppliers having embarked on a process to secure an environmental certification label, as a percentage of the total volume, in hectares, of those same ingredients purchased from all the Group's direct and indirect suppliers.

Essential agricultural ingredients are cultivated in specific terroirs and are crucial to the quality of our products. Unlike agricultural commodities, these ingredients cannot be sourced from just any market or geographical region.

Share of agricultural ingredients essential to the Group produced using certified responsible or sustainable methods (%): this is the total volume, in hectares, of agricultural ingredients purchased from direct suppliers having secured an environmental certification label, as a percentage of the total volume, in hectares, of those same ingredients purchased from all the Group's direct suppliers.

The information relating to the **hectares** required to produce the volumes sold is provided by either the suppliers themselves or interprofessional organisations.

Direct suppliers are suppliers for whom it is possible to situate the plots used to cultivate the virgin (grapes, barley, rye, oranges, etc.) and semi-processed ingredients (eau-de-vie, molasses, malt, sugar, etc.) purchased.

The **environmental certification labels** vary depending on the type of crop and the geographical area. Rémy Cointreau requires its suppliers to have labels that are recognised by local authorities and generally certify that their agricultural practices promote the conservation of biodiversity, the reduction of synthetic inputs and the conservation of water, with some labels incorporating a socially responsible dimension.

Share of direct suppliers trained in regenerative farming (%): this is the percentage of direct suppliers of agricultural ingredients having completed training in regenerative agriculture since the beginning of their partnership with the Group.

1.2.3.4 Actions and resources related to biodiversity

ACTION TAKEN IN 2025

AN ANALYSIS OF BIODIVERSITY IN MERPINS TO TAKE ACTION

Adverse impact	Agricultural practices that harm the natural environment Strain on forest resources
Policy	Biodiversity
Action plan	Mitigation and adaptation plan Biodiversity
Objectives	■ 100% of new casks purchased by the Group to be FSC- or PEFC-certified – Permanent 25% reduction in the Group's Scope 3 (SBTi) CO ₂ emissions by 2030 on an absolute basis

In 2025, the House of Rémy Martin conducted a biodiversity analysis at its Product Development Centre (CEP), which is its most extensive production site in Merpins (France). This analysis was conducted in collaboration with key local institutional and civil society stakeholders, including the Grand Cognac intermunicipal authority, the Conservatoire Régional des Espaces Naturels and Charente Nature, in order to better understand the key local issues relating to the protection of the natural environment.

Carried out with the support of a specialised consultancy, GB Conseil, this project also involved a number of ecologists. The biodiversity on and around the site was assessed through repeated observations of animal and plant species across different seasons, providing an understanding of the impacts on these species.

Rémy Martin used the findings of this analysis to introduce an ecological management plan tailored to the identified issues and validated by the scientific council of the Conservatoire Régional des Espaces Naturels.

ACTION TAKEN IN 2025

BRUICHLADDICH DISTILLERY IS WORKING TO PROTECT LOCAL BIODIVERSITY THROUGH THE BOTANIST FOUNDATION

Adverse impact	Agricultural practices that harm the natural environment Strain on forest resources
Policy	Biodiversity
Action plan	Mitigation and adaptation plan Biodiversity
Objectives	100% of new casks purchased by the Group to be FSC- or PEFC-certified – Permanent 25% reduction in the Group’s Scope 3 (SBTi) CO₂ emissions by 2030 on an absolute basis

Through The Botanist Foundation, Bruichladdich Distillery has been working with the local community on Islay since 2005 to better understand and protect the island’s biodiversity. A series of actions have been taken in recent years:

- student bursaries for young residents of the island who wish to complete biodiversity-related studies;
- roadside verge biodiversity study;
- planting of a sensory garden at the local high school;
- mapping of invasive species on Islay;
- ongoing support for Botanic Gardens Conservation International;
- monitoring of *Marsh Fritillary* butterfly populations since 2021 (10-year observation programme);
- and, more recently, in 2025, a study into the genetic diversity of local juniper populations and monitoring of leech populations.

ACTION TAKEN IN 2025

OUR HOUSES ARE CERTIFIED FOR THEIR PIONEERING, REGENERATIVE FARMING PRACTICES

Adverse impact	Agricultural practices that harm the natural environment Strain on forest resources
Policy	Biodiversity
Action plan	Mitigation and adaptation plan Biodiversity
Objectives	100% of Group estates to make the switch to regenerative farming by 2030 100% of agricultural ingredients essential to the Group to be produced using certified responsible or sustainable methods by 2030 100% of direct suppliers to be trained in regenerative farming by 2030

In 2025, two Group Houses already certified in organic farming, Domaine des Hautes Glaces and Maison Telmont, were awarded the ROC (Regenerative Organic Certified®) label for their own land, confirming their pioneering role in sustainable agriculture.

Launched in 2017 in the United States by the Regenerative Organic Alliance, an organisation founded by the Rodale Institute, Dr. Bronner’s and Patagonia, the ROC standard requires organic certification as an absolute prerequisite (complete elimination of synthetic herbicides, pesticides and fertilisers) and imposes strict criteria across three pillars: soil health and carbon sequestration, animal welfare and social and economic fairness for farm workers. It is one of the few certifications for regenerative agriculture to currently exist.

That makes Domaine des Hautes Glaces the world’s first ROC-certified whisky distillery and Maison Telmont the first ROC-certified Champagne house.

This dual certification reflects the holistic, pioneering commitment of the Group’s Houses, which, beyond reducing their impact, are actively working to regenerate the ecosystems they rely on, to support soil health and the people who are the stewards of that soil.

1.2.4 RESOURCE USE AND CIRCULAR ECONOMY

1.2.4.1 Impacts, risks and opportunities related to resource use and circular economy

We craft our exceptional wines, liqueurs and spirits from agricultural raw materials (grapes, eaux-de-vie distilled from wine, grains, orange peel, sugar cane, barley and beets), wood-derived materials (oak casks, corks, labels and cardboard) and extractive materials (glass, fossil fuel and ore).

As part of our double materiality assessment, we have identified two material matters relating to these materials – the risk of increasing scarcity of the agricultural and extractive raw materials on which we and our suppliers rely to manufacture the products and packaging sold by the Group, and the adverse impact of an inadequate approach to packaging waste among consumers.



RESOURCE USE AND CIRCULAR ECONOMY

	DESCRIPTION OF IROS	POLICY	ACTION PLAN	OBJECTIVES
	Inadequate waste management Adverse impact related to the inefficient or absence of sorting by consumers or downstream operators, leading to more pollution and a loss of recyclable resources (with a harmful impact on the environment and local communities).			100% of the plastic in bottles to be recycled by 2030 Ban on single-use plastic objects (excluding packaging) from 2025
	Increasing scarcity of raw materials Risk related to the dependency on raw materials such as grapes, oak wood and extractive materials (ore and energy), with a potential impact on production and an increase in expenses caused by the declining availability and mounting cost of such materials (with financial repercussions for the Group's own operations and for downstream activity).	Resource use and circular economy	Ecodesign plan	100% of products to incorporate an ecodesign feature by 2030 80% of products to be sold with no secondary packaging from 2025 100% recyclability rate for bottles made from materials other than plastic from 2025 100% recyclability rate for bottles made from plastic from 2025

Adverse impact	S = Short term	Upstream value chain
Risk	M = Medium term	Own operations
Positive impact	L = Long term	Downstream value chain
Opportunity		

All the environmental, social and societal impacts, risks and opportunities that are material for the Group are measured, updated and tracked using the methodology described in section 1.1.3.2 "Double materiality assessment".

The views of stakeholders are integrated into the Group strategy as described in section 1.1.4.2 "Interests and views of stakeholders".

1.2.4.2 Policies related to resource use and circular economy

At Rémy Cointreau, our exceptional wines, liqueurs and spirits are crafted using agricultural raw materials (grapes, cereal grains, orange peel, sugar cane, plants and eaux-de-vie distilled from wine). The quality of these raw materials depends on their terroir of origin.

Our activities also rely on water, the primary ingredient in our products, as well as on wood, which is needed to manufacture the oak casks used to age our cognacs, brandies, whiskies and rum.

The primary and secondary packaging used for our products is manufactured using extractive resources (sand and water) and virgin resources, both renewable (cork, wood and cardboard) and non-renewable (glass, ore and plastic). In weighted terms, this packaging accounts for the bulk of our resource inflows and outflows.

We understand that the resilience of our operations is closely connected to resource sustainability, which is why we are taking action throughout the entire life cycle of our products to limit our consumption of virgin raw materials and keep the environmental impact of our packaging to a minimum. Our resource management strategy factors in the requirements and recommendations set out in the European Union's Circular Economy Action Plan.

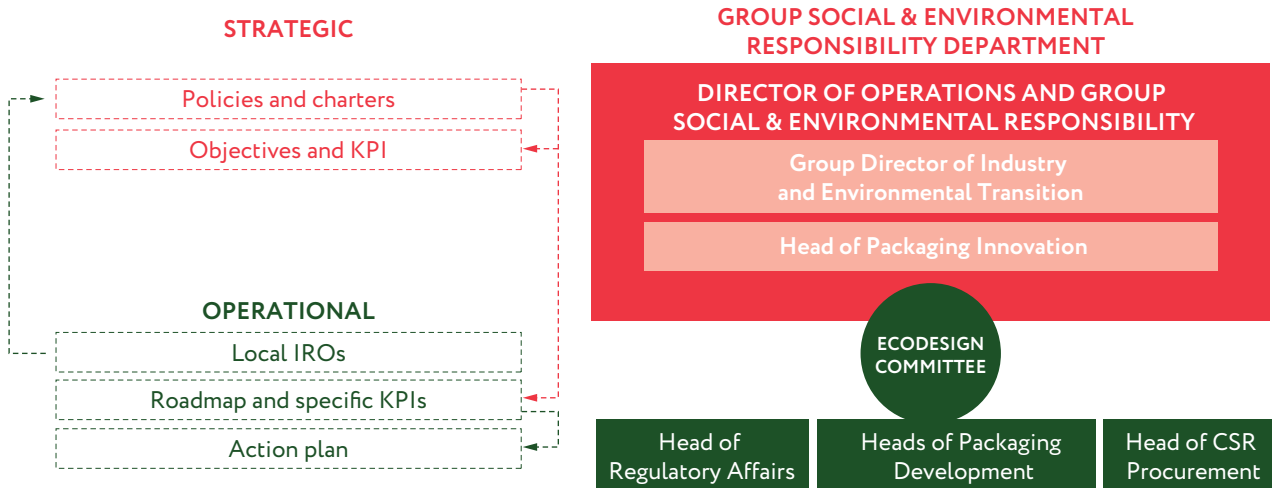
To achieve our objectives, we have based our action plan on the 3R model – **Reduce, Reuse, Recycle**. Actions are deployed across these

three pillars, which are activated one after the other in that precise order, as part of a continuous improvement and innovation approach.

Led by a dedicated governance structure, this plan revolves around measuring risks and impacts, improving practices guided by clear objectives, engaging all the stakeholders in our value chain and monitoring outcomes through key performance indicators. We have also incorporated a non-regression principle, whereby we have undertaken not to lower the targets set in our other environmental sustainability policies. In doing so, we want to ensure that the implementation of this plan will also enable us to reduce greenhouse gas emissions and protect biodiversity, the soil and water resources.

Governance

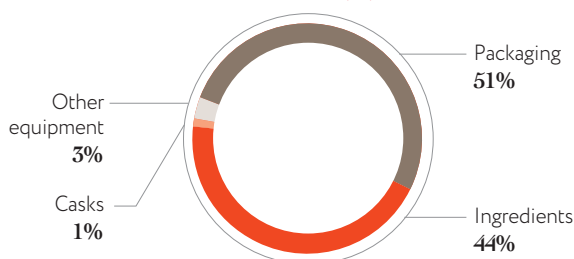
The Group's policies, roadmaps and targets relating to the management of resource materials other than ingredients, are approved centrally by the Social and Environmental Responsibility department. They are then shared, rolled out and adapted to local realities by an ecodesign committee headed up by the head of packaging innovation and comprising the various heads of packaging within the Houses, the regulatory affairs manager and the CSR procurement manager.



Measuring resource inflows and outflows

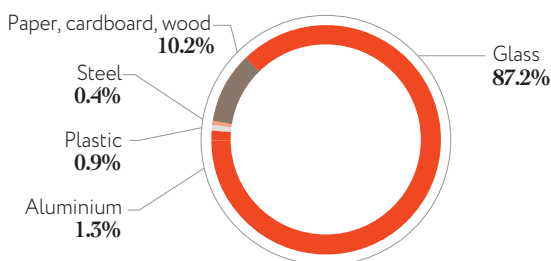
We measure our volumes of resource inflows and outflows to determine the most suitable actions to manage our resources.

WEIGHTS OF RESOURCE INFLOWS (%)



Resource outflows relate only to materials used in the packaging housing the wines, liqueurs and spirits that we market.

WEIGHTS OF RESOURCE OUTFLOWS (%)



Managing resource inflows

Using sustainable sourcing for resource inflows

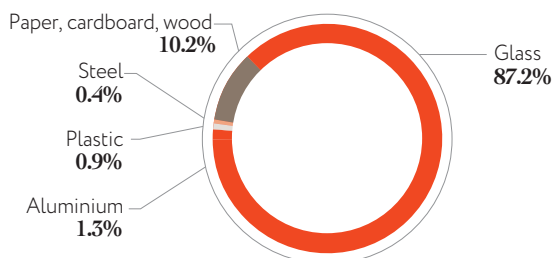
We are committed to sustainable sourcing from our suppliers of agricultural raw materials, whose farming practices must be certified to a very high standard. Described in section 1.2.3 “Biodiversity”, this certification policy for our supply chain promotes the sustainability of the agricultural resources we rely on to produce our wines, liqueurs and spirits. Alongside this, 100% of the casks we purchase and 88% of our wood-derived packaging is manufactured from FSC- or PEFC-certified wood sourced by the supplier and 72% of our pallets come from the circular economy.

Replacing fossil fuel with fuel from renewable non-fossil sources (e.g. biomass, biogas and solar power) is an integral part of our GHG emissions policy described in section 1.2.1 “Climate change”.

Implementing an ecodesign policy

Our packaging is mostly made of glass and wood-derived materials, such as paper, cardboard and wood itself.

WEIGHTS OF PACKAGING MATERIALS (%)



Ecodesign in our packaging and products is a powerful driver in the gradual reduction of our consumption of virgin resources, and of non-renewable resources in particular (plastics, extractive resources, etc.), as well as being a major factor in shrinking our carbon footprint. We have put together an internal Ecodesign Charter, which our packaging development teams use as a guide to design packaging and products with an optimal impact on resources.

The packaging development teams use an in-house ecodesign software application. This tool calculates an environmental performance index or “EPI” for every type of packaging. Using the EPI, it measures the environmental impact of the packaging and products developed, based on a number of criteria such as their GHG emissions, ecotoxicity, water consumption and role in depleting natural resources. For example, the EPI gauges each product’s consumption of non-renewable virgin resources such as minerals, metals and fossil fuels. This makes it an important tool to help the Group’s teams deploy packaging ecodesign initiatives aimed at optimising the use of resources and reducing the related footprint.

In 2025-26, 83% of our products sold incorporated an ecodesign.

We implement this policy using the 3Rs (Reduce, Reuse, Recycle) as our operational focuses.

Reduce

This involves, first and foremost, doing away with secondary packaging (gift boxes, outer cases, etc.) for all the products in our portfolio: 82% of the bottles produced by all our Houses are now sold without secondary packaging. As regards the products themselves, our “Reduce” policy also involves gradually switching to more lightweight bottles to decrease our consumption of glass, sand and other non-renewable virgin resources involved in the glassmaking process.

Reuse

This focus involves implementing new circular consumption models under which the bottles sold by our Houses are collected, cleaned and refilled for reuse by consumers and customers. Our Houses are currently rolling out a number of pilot schemes.

Recycle

We are also continuing our efforts to incorporate more recycled materials into our products and packaging, particularly cullet (recycled glass). On average, post-consumer recycled (PCR) glass makes up 51% of the glass used by our suppliers to manufacture our bottles. Going forward, we want to see a greater share of recycled materials being used and will therefore gradually be including clauses in our supplier agreements specifically relating to the incorporation of recycled materials.

Working with our suppliers

In addition to our ecodesign efforts, we work closely with all the operators in our value chain. This includes our suppliers upstream through to our industry peers and partners downstream, and involves co-funding for joint initiatives, studies and research and development programmes aimed at developing circular consumption models and more sustainable supply chains.

Specific procedures for managing resource outflows

Our resource outflows involve the same packaging covered in the section on resource inflows. We therefore apply the same strategy. This consists in reducing the volume of raw materials used and ensuring that our primary and secondary packaging is recyclable and can be potentially reused.

Optimising secondary packaging

For any residual packaging that cannot be eliminated, we rely on the ecodesign policy described above to make the use of recyclable or reusable packaging standard practice.

We are also committed to taking action to ensure that every type of waste can be recovered using the best available process.

Harnessing the circularity of glass

This involves maintaining a high recyclability rate for our bottles. In 2025-26, we achieved our objective to recycle 100% of our bottles (99.9%). At Rémy Cointreau, we endeavour to ensure that the different components of our bottles can be easily separated so that each of the materials used in their composition can be recovered through special channels.

1.2.4.3 Objectives and metrics related to resource use and circular economy

To assess our progress with the implementation of our policies for managing resource inflows and outflows, we have set ourselves the following voluntary objectives as part of our roadmap, in addition to the metrics provided for in the CSR D.

This roadmap contains commitments that tie in with the principles of the waste hierarchy defined by the New Plastics Economy initiative launched by the Ellen MacArthur Foundation (EMF) and are based on various studies, including a 2022 OECD report entitled "Global Plastics Outlook: Policy Scenarios to 2060".

		2024-25		2025-26	
Scope	Indicator	Weight (tonnes)	Share	Weight (tonnes)	Share
MANAGEMENT OF RESOURCE INFLOWS					
Constant reporting scope	Total weight of products and materials used by the organisation (t)	73,134		74,265	
Constant reporting scope	Use of sustainably-sourced organic virgin raw materials (t)	1,580	2%	15,205	20%
Constant reporting scope	Use of reused or recycled products and materials (t)	16,679	23%	17,083	23%
MANAGEMENT OF RESOURCE OUTFLOWS					
Constant reporting scope	Total weight of outflows of materials (t)	38,208		38,111	
Constant reporting scope	Recyclable materials in packaging (t)	34,002	89%	37,078	97%

Definitions and clarifications regarding the calculation of metrics relating to resource inflows and outflows

Resource-related metrics for the financial year covered by this sustainability statement were monitored based on volume data entered for the carbon assessment in accordance with the GHG Protocol. Resource inflow metrics relate to the volumes input under Scope 3 Categories 1, 2 and 4, while resource outflow metrics relate to those input under Scope 3 Category 12, converted into kilograms.

Each product entered in the carbon assessment was disaggregated by single category in accordance with the metrics provided for in ESRS E5, which prevents the risk of double counting.

Recycled materials

The quantity of recycled materials reported under **resource inflows** equates, for the financial year ended 31 March 2026, to the total weight of recycled glass and recycled PET (RPET) plastic in bottles purchased during the financial year. For more information, see the definitions of the metrics “share of recycled glass in bottles” and

“share of recycled plastic in bottles” below. In 2025-26, the Group also integrated pallets made from wood sourced through the circular economy.

Sustainably-sourced biological materials

The sustainably-sourced biological materials reported under **resource inflows** equate, for the financial year ended 31 March 2026, to the total weight of casks made from FSC- or PEFC-certified wood, or purchased second hand, and raw materials sourced from suppliers carrying responsible or sustainable agricultural certification according to locally-recognised certification labels.

Recyclable materials

The quantity of recyclable materials reported under **resource outflows** equates, for the financial year ended 31 March 2026, to the total weight of glass, aluminium, PET plastic and wood-derived packaging sold during the financial year. The 2024-25 data has been adjusted to include all recyclable components.

VOLUNTARY TARGETS AND METRICS

		2020-21	2024-25	2025-26	Objectives		
Scope	Indicator	Share	Share	Share	Permanent	2030	2050
MANAGEMENT OF RESOURCE INFLOWS							
Constant reporting scope	Ban on single-use plastic objects (excluding packaging) from 2025						
Constant reporting scope	Share of recycled plastic in bottles (%)		91%	91%		100%	
Constant reporting scope	Share of wooden pallets sourced through the circular economy			72%			
Constant reporting scope	Share of recycled glass in bottles (%)		49%	51%			
MANAGEMENT OF RESOURCE OUTFLOWS							
Constant reporting scope	Share of products incorporating an ecodesign feature (%)		72%	83%	80%	100%	
Constant reporting scope	Share of products sold without secondary packaging (%)	74%	82%	82%	80%		
Constant reporting scope	Recyclability rate of bottles made from materials other than plastic (%)		99.9%	99.9%	100%		
Constant reporting scope	Recyclability rate of plastic bottles (%)		100%	100%	100%		

Definitions and clarifications regarding the calculation of voluntary targets and metrics relating to resource inflows and outflows

Share of recycled glass in bottles: this is the total weight of post-consumer recycled (PCR) glass used by our suppliers in bottles purchased during the financial year covered by this statement. The denominator for this metric is the total weight of glass bottles purchased during the financial year covered by this statement.

Share of recycled plastic in bottles: this is the total weight of RPET bottles purchased during the financial year covered by this statement. The denominator for this metric is the total weight of plastic bottles purchased during the financial year covered by this statement.

Share of products incorporating an ecodesign feature: this is the total volume of products sold, over the financial year covered by this statement, based on a standard case format (i.e. 12 bottles of 70 cl per case), in packaging with an environmental performance index (EPI) that has been improved in the past five years via the introduction of more lightweight bottles, the incorporation of recycled materials, local sourcing, reuse, etc. The EPI is calculated using an internal life cycle assessment (LCA) software application. These actions are monitored internally using an “Eco Index” tool in Excel. The denominator for this metric is the total volume of bottles sold during the financial year covered by this statement. The metric is also in line with the provisions of Article L. 110-1-2 of the French environmental code (Code de l’environnement).

Share of products sold without secondary packaging: this is the total volume of standard cases, over the financial year covered by this statement, of products sold with no sales packaging (presentation cases or gift boxes). The denominator for this metric is the total volume of bottles sold in standard case format during the financial year covered by this statement.

Recyclability rate of bottles made from materials other than plastic: this is the total weight, over the financial year covered by this statement, of bottles made from materials other than plastic that are fully recyclable through recycling channels available in our sales

markets. The denominator for this metric is the total volume of bottles (other than plastic) sold during the financial year covered by this statement. For the financial year ended 31 March 2026, only bottles made from glass and aluminium have been included in the recyclable materials category.

Recyclability rate of plastic bottles: this is the total weight of bottles of less than 60 litres made from plastic that is fully recyclable (PET-RPET) in our sales markets, as a percentage of the total weight of plastic bottles of less than 60 litres sold in 2025-26.

1.2.4.4 Actions and resources related to resource use and circular economy

ACTION TAKEN IN 2025

REUSE AND SWITCH TO MORE LIGHTWEIGHT PACKAGING

Risk Adverse impact	Increasing scarcity of raw materials Inadequate waste management CO ₂ emissions
Policy	Resource use and circular economy Climate
Action plan	Ecodesign Climate change mitigation plan
Objectives	■ 100% of products to incorporate an ecodesign feature ■ 80% of products to be sold without secondary packaging ■ 25% reduction in the Group's Scope 3 (SBTi) CO₂ emissions by 2030 on an absolute basis

Closed-loop dispense system gains further traction in the United Kingdom with EcoSPIRITS

Cointreau has been working with EcoSPIRITS since 2023 to gradually roll out a closed-loop dispense system. Single-use bottles are being replaced by reusable EcoTOTES, driving a significant reduction in packaging waste and storage needs, and hence also in the associated CO₂ emissions.

The success of the pilot scheme in the United Kingdom has prompted the House of Cointreau to extend the system to around 50 bars across the country, with plans for further expansion over the coming year.

Cointreau joins forces with industry members to drive bottle reuse in France

To accelerate progress in bottle reuse, the House of Cointreau has teamed up with several other wine and spirit brands to pilot collection, sorting and washing systems in France in order to facilitate the reuse of bottles. This initiative is coordinated by two major stakeholders: Circul'R, a consultancy specialising in reuse systems, and Eco In Pack, a specialist bottle-washing operator for the spirits sector. The aim of this initiative is to test the technical and economic viability of reuse across the cafés, hotels and restaurants channel and in the mass retail channel. Following an initial phase last year during which operational partners were selected, the pilot scheme was structured for launch in the cafés, hotels and restaurants and mass retail segments, enabling the initiative to be deployed at selected bars in March 2026 throughout the Paris area and in some Carrefour stores in France, ahead of a broader roll-out over the coming year.

Switching to more lightweight bottles: a key circularity driver for the Group's Houses

We continue to focus our ecodesign policy on our main operational priority: optimising the resource footprint of our products by steadily decreasing the weight of our bottles. Our Houses are committed to pursuing their efforts in this area.

The redesigned Punche Kuba bottle is now 80 grammes lighter.

At Rémy Martin, the new-look 1738 SYMPHONY range marks a major step forward towards more sustainable bottles. In addition to a more lightweight design, the plastic stopper on the Rémy Martin 1738 Accord Royal bottle has been replaced by a beechwood stopper. This equates to a reduction of around 20g of CO₂ equivalent per bottle sold. In doing away with the plastic stopper, it also contributes to a reduction in the share of fossil-based packaging. One more step in our efforts to reduce the environmental impact of our products.

1.2.5 TAXONOMY

1.2.5.1 Context and methodology

Rémy Cointreau publishes mandatory disclosures pursuant to Regulation (EU) 2020/852 of 18 June 2020 on the establishment of a framework to facilitate sustainable investment in the European Union (the "Taxonomy Regulation"), supplemented by Delegated Regulation (EU) 2021-2139 (establishing a classification of environmentally sustainable economic activities in relation to the climate objectives) and Delegated Regulation (EU) 2023/2486 (establishing a classification of environmentally sustainable economic activities in relation to the other environmental objectives). For our entire financial consolidation scope in financial year 2025-26, we disclose the proportion of turnover, capital expenditure (CapEx) and operating expenditure (OpEx) resulting from products and/or services associated with economic activities considered to be sustainable, within the meaning set out in the Regulation, in relation to six environmental objectives:

- Climate change mitigation (CCM);
- Climate change adaptation (CCA);
- Water and marine resources (WTR);
- Circular economy (CE);
- Pollution prevention and control (PPC);
- Biodiversity and ecosystems (BIO).

In accordance with Regulation (EU) 2020/852, we have been reporting since the financial year ended 31 March 2023 on the level of eligibility and alignment of our turnover, capital expenditure and operating expenditure with respect to the first two climate objectives (CCM and CCA).

An eligible activity is considered to be aligned with the Taxonomy where it satisfies the technical screening criterion/criteria under which it qualifies as contributing substantially to the climate objectives, where it does no significant harm to the other environmental objectives ('DNSH' criteria) and where the Group has minimum safeguards in place regarding human rights, corruption, taxation and competition.

For the financial year ended 31 March 2026, we are also required to disclose the proportion of turnover, CapEx and OpEx relating to eligible economic activities in respect of the four other environmental objectives (WTR, CE, PPC and BIO).

Governance and methodology

The scope for calculating the Taxonomy-related key performance indicators was the consolidated financial scope described in section 1.1.1.

A working group comprising members of the Finance Department and of the Operations and Group Social and Environmental Responsibility Department analysed the Group's activities to determine whether they were Taxonomy-eligible and/or Taxonomy-aligned. New projects or the most significant initiatives required a more detailed documentary review with the local project managers.

Taxonomy alignment was determined based on the most material environmental objective in terms of impact (avoided CO₂ emissions, climate risk-related financial impacts, volume of water, etc.).

1.2.5.2 Application to the Rémy Cointreau group

Proportion of Taxonomy-eligible and Taxonomy-aligned turnover

We do not derive any material turnover from any of the eligible economic activities currently listed by the European Commission. Nevertheless, we continue to pursue the efforts we have been undertaking for many years to limit our carbon footprint, promote a circular economy and protect biodiversity, as described in section 1.2.3.

Proportion of Taxonomy-eligible and Taxonomy-aligned OpEx

The operating expenses we have used for the purposes of the Taxonomy relate to non-capitalised research and development costs, leasing costs, repair and maintenance costs and other direct costs relating to the routine upkeep of property, plant and equipment. In 2025-26, Taxonomy-related OpEx amounted to €19.9 million, or 3% of total OpEx of €781.09 million.

In view of the non-materiality of our Taxonomy-related OpEx (below 10%), we continued, as in the previous year, to avail ourselves of the exemption provided for by the regulation.

Proportion of Taxonomy-eligible and Taxonomy-aligned CapEx

The assessment only covers capital expenditure for "individual measures" (Type C CapEx).

In accordance with the regulation, we analysed our acquisitions of property, plant and equipment and intangible assets (IAS 16 and IAS 38) and right-of-use assets (IFRS 16) making up the "Taxonomy CapEx denominator".

The denominator amounted to €34.12 million for the financial year ended 31 March 2026, comprising:

- €33.62 million in acquisitions of property, plant and equipment and intangible assets (operating expenditure);
- a €0.55 million increase in IFRS 16 right-of-use assets.

Taxonomy-eligible CapEx amounted to €10.4 million and accounted for **31%** of total "Taxonomy CapEx" for the reporting period (including acquisitions of property, plant and equipment, intangible assets and right-of-use assets, including industrial buildings).

Taxonomy-aligned CapEx totalled €1.04 million, accounting for **3.03%** of "Taxonomy CapEx". The distinction between eligibility and alignment reflects the need to demonstrate not only that an expenditure has the potential to be sustainable, but also that it meets the strict substantial contribution and Do No Significant Harm (DNSH) criteria laid down in the EU Taxonomy Regulation.

KPI (1)	Total (2)	Proportion of Taxonomy-eligible activities (3)	Taxonomy-aligned activities (4)	Proportion of Taxonomy-aligned activities (5)	Breakdown by environmental objectives of Taxonomy-aligned activities						Proportion of enabling activities (12)	Proportion of transitional activities (13)	Not assessed activities considered non-material (14)	Taxonomy-aligned activities in previous financial year (15)	Proportion of Taxonomy-aligned activities in previous financial year (16)
					Climate change mitigation (6)	Climate change adaptation (7)	Water (8)	Pollution (9)	Circular economy (10)	Biodiversity (11)					
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
Text	Currency	%	Currency		%	%	%	%	%	%	%	%	%	Currency	%
Turnover	935.3	0%		0											
CapEx	34.12	31%	1.04	3.03%	2.2%	0.8%	0%	0%	0%	0%	2.2%	0%			
OpEx	19.9	0%	0	0											

PROPORTION OF CAPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ELIGIBLE AND/OR TAXONOMY-ALIGNED ECONOMIC ACTIVITIES

Given that we are pursuing actions relating to all six environmental objectives as part of our sustainable transformation, we went further in our analysis by focusing on CapEx that meets the CapEx eligibility criteria listed in the Annexes to Delegated Regulation (EU) 2023/2486 (the 'Environmental Delegated Act').

The proportions of Taxonomy-eligible and Taxonomy-aligned CapEx are detailed below.

We have provided the corresponding regulatory table below (Table 2).

Economic activities (1)	Code(s) (2)	Proportion of Taxonomy-eligible CapEx (3)	Taxonomy-aligned CapEx in millions of euros (4)	Proportion of Taxonomy-aligned CapEx in millions of euros (5)	Environmental objective of Taxonomy-aligned activities						Enabling activity (12)	Transitional activity (13)	Proportion of Taxonomy-aligned CapEx (14)
					Climate change mitigation (6)	Climate change adaptation (7)	Water (8)	Pollution (9)	Circular economy (10)	Biodiversity (11)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
Text		%	in millions of euros	%	%	%	%	%	%	%	E	T	%
Construction of new buildings	CCA 7.1	10.33%	0.000	0.00%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0%
Renovation of existing buildings	CCA 7.2	2.47%	0.268	0.78%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%			32%
Water supply, sewerage, waste management and remediation	CCM 5.2	0.01%	0	0.00%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0%
Infrastructure for rail transport	CCM 6.14	0.01%	0.004	0.01%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	E		100%
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	0.29%	0	0%	0%	0%	0%	0%	0%	0%	E		0%
Construction of new buildings	CCM 7.1	0.61%	0	0%	0%	0%	0%	0%	0%	0%			0%
Renovation of existing buildings	CCM 7.2	12.45%	0.011	0.03%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		T	0.26%
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.36%	0.123	0.36%	0%	0%	0%	0%	0%	0%	E		100%
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	0.16%	0.000	0%	0%	0%	0%	0%	0%	0%	E		0%
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling energy performance of buildings	CCM 7.5	0.03%	0.010	0.03%	0%	0%	0%	0%	0%	0%	E		100%
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	3.17%	0.614	1.80%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	E		57%
Acquisition and ownership of buildings	CCM 7.7	0.39%	0	0%	0%	0%	0%	0%	0%	0%			0%
Water supply	WTR 2.1	0.01%	0.004	0.01%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			100%
Urban waste water treatment	WTR 2.2	0.22%	0	0%	0%	0%	0%	0%	0%	0%			0%
SUM OF ALIGNMENT PER ENVIRONMENTAL OBJECTIVE				2.2%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%			
TOTAL CAPEX IN MILLIONS OF EUROS		30.51%	1.035	3.03%	2.2%	0.8%	0.0%	0.0%	0.0%	0.0%			

Substantial contribution technical screening criteria

Alignment was based on compliance with the substantial contribution technical screening criteria and on the non-enforceability of a sector-agnostic or sector-specific DNSH criterion. This compliance was assessed on the basis of documentary evidence held by the Group. For example, large-scale renovation projects significantly improving the energy performance of buildings were considered to be

Taxonomy-aligned as we have such documentary evidence. For the renovation of an existing building, we ensured compliance with the overall 'RT' level (pursuant to the French 'Réglementation Thermique' regulation) or, failing that, a reduction in primary energy demand of at least 30%.

Do no significant harm to the other five objectives of the Taxonomy (DNSH)

We carried out work to verify compliance with the DNSH criteria, as set out in the table below:

Code	Description	DNSH criteria
CCM 6.14	Infrastructure for rail transport	We have begun construction of a receiving platform specifically designed for handling cartons as part of the development of a low-carbon logistics route between Cognac and Le Havre. This investment in rail infrastructure is Taxonomy-aligned under activity CCM 6.14 and therefore supports low-emission freight transport. DNSH criteria are taken into account throughout the project, particularly in relation to noise pollution, the protection of biodiversity and the management of construction waste.
CCM 7.1	Construction of new buildings	We are investing in the construction of new ageing cellars in Cognac and new infrastructure for our distillery on Islay. These new construction projects are Taxonomy-eligible under activity CCM 7.1. However, we were unable to demonstrate definitive alignment at the end of the reporting period, mainly because a comprehensive life-cycle assessment (LCA) had yet to be carried out by an expert.
CCM 7.2	Renovation of existing buildings	We are carrying out renovations on the existing buildings and infrastructure at our Cointreau, Cognac, Mount Gay and Islay (Bruichladdich) sites. These renovations are Taxonomy-aligned under activity CCM 7.2, which covers projects designed to improve the environmental performance and energy efficiency of existing assets. DNSH criteria relating to energy efficiency, construction waste management and the protection of biodiversity are included in the planning and execution of these projects.
CCM 7.3	Installation, maintenance and repair of energy efficiency equipment	We are making energy efficiency improvements across all of our production sites. These initiatives, which contribute directly to improved energy performance, are Taxonomy-aligned under activity CCM 7.3. A key focus is compliance with DNSH requirements related to the energy performance of equipment and the responsible management of waste from the installation or maintenance of equipment.
CCM 7.5	Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling energy performance of buildings	We have installed meters and advanced systems designed to improve energy efficiency and support energy sufficiency in our buildings at the Cognac site. These systems are Taxonomy-aligned under CCM 7.5. They allow energy consumption to be accurately monitored and continuously optimised. They comply with DNSH requirements related to resource management and the minimisation of environmental impacts.
CCM 7.6	Installation, maintenance and repair of renewable energy technologies	We have strengthened our commitment to renewable energy by installing solar panels and an energy storage system at our Cognac site. These projects are Taxonomy-aligned under activity CCM 7.6. They are assessed against DNSH criteria to ensure they can be implemented in a sustainable manner, particularly in relation to the management of waste resulting from the end-of-life treatment of equipment, visual impact and the protection of biodiversity.

Code	Description	DNSH criteria
CCA 7.1	Construction of new buildings	We are investing in the construction of new ageing cellars in Cognac and new infrastructure for our distillery on Islay. These new construction projects are Taxonomy-eligible under activity CCA 7.1. However, we were unable to demonstrate definitive alignment at the end of the reporting period, mainly because a comprehensive life-cycle assessment (LCA) had yet to be carried out by an expert.
CCA 7.2	Renovation of existing buildings	Roof reinforcement work has been carried out at the Islay site to mitigate the risk of storms, and the infrastructure at the Cognac and Barbados sites has been upgraded. These renovations are Taxonomy-aligned under activity CCA 7.2, which covers projects designed to improve the resilience and performance of existing facilities. DNSH criteria related to energy efficiency and construction waste management are included in the planning and execution of these projects.
WTR 2.1	Water supply	We have installed meters at our DHG site in France that automatically measure and record water withdrawals. These facilities are Taxonomy-aligned under activity WTR 2.1, as they provide accurate and efficient monitoring of water usage. They comply with DNSH requirements relating to the sustainable management of water resources.

Verification of compliance with minimum safeguards (MS)

Rémy Cointreau meets the requirements set out in the Platform on Sustainable Finance's (PSF) report on minimum safeguards in terms of human rights, bribery, fair competition and taxation. We verified that the Group had not been convicted of anything in relation to these topics, and that procedures had been duly implemented, as described in section 2.4.

1.3 SOCIAL

1.3.1 OWN WORKFORCE

1.3.1.1 Material impacts, risks and opportunities related to own workforce

Our double materiality assessment identified a certain number of material matters relating to our employees and to non-employees such as contractors and subcontractors. These matters were identified throughout our operations.

As regards **employee engagement**, we identified an adverse impact relating to the potential for employee disengagement and diminished collective performance. There is an identified risk relating to strain on available key skills, given that certain specific professions may be more exposed than others to hiring or retention difficulties. Rémy Cointreau is indeed dependent on certain key skills that are in scarce supply, but we are able to contain this risk thanks to our proactive policy of passing on know-how and preparing for departures.

There are two potentially adverse impacts relating to **diversity and equal opportunities**: a lack of diversity and a gender imbalance in our workforce.

As regards **working conditions**, there may be an adverse impact relating to work overload or absence of work/life balance.

Lastly, with respect to **workforce health and safety**, the issue of work days lost for health or safety reasons is a risk for the Group, and also has an adverse impact on the workforce, as such days may be lost due to work-related injury, work-related ill health or psychosocial risks. Nevertheless, this dependency on human resources is mitigated by our strict compliance with the regulations, which require us to provide a safe and healthy working environment for all employees. This enables us to keep the rate of work-related injuries low, which mitigates the impact of lost days on our operations.

All these material matters are presented below:



OWN WORKFORCE

	DESCRIPTION OF IROS	POLICY	ACTION PLAN	OBJECTIVES
EMPLOYEE ENGAGEMENT				
	Employee disengagement and diminished collective performance Adverse impact related to a decrease in employee engagement, caused by a lack of recognition, a feeling that they are replaceable and little employee involvement in decision-making. This could weigh on the atmosphere in the workplace, eroding motivation, stunting teamwork and undermining employees' sense of belonging, with knock-on effects on their well-being and satisfaction. This internal dynamic could also weigh on collective performance and have repercussions for other stakeholders.	Diversity, equity and inclusion Human rights	Onboarding Training plan Long-service awards Internal mobility Discretionary/mandatory profit-sharing	Turnover of < 17% from 2025 Work days lost of < 4% from 2025 > 15 Number of meetings between management and employee representatives of the economic and social unit ('UES') in France, from 2025
	Pressure on key skills Risk relating to difficulties recruiting or retaining key talent, with some areas of expertise becoming increasingly rare, leading to financial and operational consequences for the organisation.			

DESCRIPTION OF IROS		POLICY	ACTION PLAN	OBJECTIVES
HEALTH AND SAFETY OF WORKERS				
i C	Work-related injury and mental health Adverse impact related to work-related injury, work-related ill health, psychosocial risks or excessive drinking within the framework of commercial activities, which could have health-related consequences for employees and weigh on their well-being at work.	Health and safety policy	ISO certification Safety plan at each industrial site	< 9 Number of recordable work-related injuries among employees from 2025
R C	Work days lost for health or safety reasons Risk related to an increase in the number of work days lost due to work-related injury or work-related ill health, disrupting operations and leading to higher costs.			< 0.3 workplace accident severity rate from 2025
DIVERSITY AND EQUAL OPPORTUNITIES				
i C M	Lack of diversity in the workforce Adverse impact related to a lack of diversity in the workforce (cultural, social background, etc.), which can limit access to employment for certain sections of the population and cultivate discrimination.	Diversity, equity and inclusion Human rights	Ethics Line	40% share of Executive Committee seats to be held by women from 2025
i C	Gender imbalance Adverse impact related to the under-representation of women in certain roles or at certain hierarchical levels, hindering inclusion, equity within the workplace and employee satisfaction.			50% of managers to be women from 2025
WORKING CONDITIONS AND EMPLOYEE WELL-BEING				
i C M	Work overload or absence of work/life balance Adverse impact related to a work overload or an absence of work/life balance that might lead members of the workforce to burn out or be overworked, with harmful effects on their health and performance.	Health, safety, quality Human rights Harassment	Remote Working Charter Ethics Line	Work days lost of < 4% from 2025
i Adverse impact R Risk i Positive impact O Opportunity	S S = Short term M M = Medium term L L = Long term	Upstream value chain Own operations Downstream value chain		

All the environmental, social and societal impacts, risks and opportunities that are material for the Group are measured, updated and tracked using the methodology described in section 1.1.3.2 "Double materiality assessment".

The views of stakeholders are integrated into the Group strategy as described in section 1.1.4.2 "Interests and views of stakeholders".

1.3.1.2 Key data related to own workforce

The own workforce shown in the tables below is based on data as at 31 March 2026, calculated by combining the workforce of all the entities within the Group's consolidated scope as at 31 March 2026. The employment contracts taken into account for the Group workforce are permanent contracts, temporary contracts, and work-

study and professional training contracts. The Group head count at 31 March 2026 stood at 1,783, equating to a reduction of 3.9% on the previous year.

There were 1,754 workers on permanent contracts, 29 on temporary contracts and 12 on work-study or professional training contracts.

1.3.1.3 Policies related to own workforce

We have a social commitment strategy that encompasses a series of policies for our workforce, addressing the material matters that have been identified. This is overseen by the Chief Executive Officer and the Human Resources Director. These policies are implemented in collaboration with the human resources teams at our various production sites and our main distribution subsidiaries to ensure that their various operating issues are specifically addressed.

Whistleblowing system for the entire value chain – Ethics Line

To ensure these policies are applied, we have introduced an Ethics Line for all our internal, external and occasional workers. It is also open to all our stakeholders, including suppliers and partners of the Group, members of industry organisations and producer associations and local authority representatives. Section 1.1.2 "Governance" contains information on how the Ethics Line works.

Policy on employee development

The people who make up Rémy Cointreau are our greatest asset, as they embody our unique savoir-faire passed down from generation to generation to craft exceptional products. It is crucial to our long-term survival and success that we attract and retain such talent in order to limit staff turnover, and that we also support career development.

With this in mind, we seek to maintain a consistent link between our needs as a company – in terms of the expertise and know-how that are so important to our long-term survival – and our employees' development. We do this through a special training and support policy that facilitates employability and career opportunities. This policy provides for specific measures covering each stage of an employee's career with the Group: onboarding, career or geographical mobility, career changes and retirement.

The staff turnover rate is monitored to gauge the effectiveness of our policy to attract and retain talent. The turnover rate was 11% in 2025-26, compared with 11.9% in 2024-25, with departures primarily being due to resignations (42.1%), dismissals (11.1%), mutually-agreed departures (38.9%) and retirement (6.8%).

The turnover rate does not factor in temporary employment contracts that have reached the end of their term or new hires.

Recruitment and onboarding

Our recruitment policies follow international procedures and charters that guide managers and encourage collective decision-making, to ensure that hiring decisions are based on entirely objective criteria.

It is paramount that every new hire acquires a deep understanding of the Rémy Cointreau culture. We therefore take great care to support our new employees as they take up their duties by offering them, through onboarding programmes, the chance to discover the values, history and managerial culture that is so specific to Rémy Cointreau and our Houses. A mentor is assigned to every new employee hired on a permanent contract in France. These mentors help new arrivals fit in by sharing with them their own experience and helping them find their feet.

Internal mobility

At Rémy Cointreau, we want our employees to play an active role in their mobility. Our business has a very international dimension, with 57% of our workforce being employed outside France at 31 March 2025. We are especially keen to encourage international mobility paths via consistent and standardised internal recruitment practices. We provide young talent with an opportunity to work across the globe under international corporate volunteer ("VIE") contracts.

Succession plans

We have a process in place to identify key positions. Validated by the Executive Committee, this process ensures that we have people with the necessary skills to pursue our development. It can also guide us in our human resources decisions in order to safeguard our organisation's long-term future.

Policies related to working conditions and employee well-being

We are keenly aware of how employee expectations are changing when it comes to working conditions (more flexible conditions and work hours, a sense of fulfilment and physical and psychological well-being, a healthy work/life balance and a search for meaning and positive impact). To meet these expectations and encourage our employees to get actively involved in developing our activities, we endeavour to provide all our staff with a fulfilling and satisfying working environment.

Views of employees: a cornerstone of work organisation within the Group

Employee engagement is a cornerstone of our policy on working conditions and employee well-being, as is dialogue with employee representatives to understand their views and expectations of the Group.

This takes various forms, through negotiation, consultation, meetings focusing on dialogue and communication, often via interaction between employee representative bodies and senior management on key issues for all parties.

Group-wide

Monthly or ad hoc updates are organised by senior management to keep employees up to date about any current or future developments, completed projects or issues encountered.

Employees can use the Ethics Line to report anything that goes against the commitments we have made in our policies. Section 1.1.2 "Governance" explains how the Ethics Line works.

In France and Barbados

We take the views of our employees into account through regular meetings of various committees at our different sites (and held on a monthly basis for the Paris site) in the form of **CSE (works council/health and safety panel)** meetings attended by employee representatives and the Human Resources director. The participants in these meetings decide on the agenda. Their discussions and any decisions taken are recorded in the minutes, which also contain a record of the vote on the minutes of the previous meeting. Employees can consult all these records on the Group's intranet portal. These meetings are also an opportunity for the employee representatives to remind senior management about any previous undertakings that may have been given and hold it to account.

A total of 64 meetings were held in 2025-26 between the employee representatives of the economic and social unit ('UES') and senior management.

The human resources directors attending these meetings take care to address any expectations expressed by employees and implement any collective agreements and any actions deemed relevant, once they have been reviewed and approved during the meetings. Among the concrete decisions taken at such meetings were the introduction of bonuses for users of sustainable modes of transport, changes to the way in which key performance indicators are calculated for the payment of variable compensation, and site adaptations.

Any employee who deems that their rights are not being upheld or who wishes to raise a particular issue, can contact employee representatives at their site to bring their situation to the attention of senior management, represented by the human resources director.

Remote working arrangements and work/life balance

It is important to the Group that scheduling arrangements strike the best possible balance between time spent at work and personal life. We introduced a remote working charter in France in 2020-21. Under this charter, eligible employees (i.e. 57.4% of the employees of the economic and social unit or 'UES') can work remotely up to two days per week on a recurring and/or occasional basis. This arrangement

essentially hinges on mutual trust and our employees' sense of responsibility.

Our subsidiary Bruichladdich also introduced flexible working hours in 2022. This enables eligible employees to organise their work hours around the demands of their family and/or personal lives (longer lunch breaks, arriving at work later, leaving earlier, etc.).

Measures for expecting/existing parents

We have organised work to enable our employees to fulfil their work-related obligations without encroaching on their family life. Whenever possible, meetings are organised during working hours so that employees can take their children to school. Training sessions are scheduled well ahead of time to allow parents to arrange childcare if needed. We also have a "family leave" system that provides for adaptations in work time (e.g. employees can temporarily switch to part-time work to deal with family-related situations).

Compensation policy

Our compensation policies hinge on mission assessments for which we have a methodology in place and call on the services of external experts. These policies are designed to remunerate individual performance in a fair way, based on identified skills and targets communicated by the Group to each individual.

These policies governing the determination of annual compensation are supplemented by performance incentive plans that involve key staff in the Group's medium- and long-term performance. The following persons are covered by these plans:

- members of senior management and of the Executive Committee;
- key contributors: managers who have a strategic role, namely brand managers and regional managers, and managers who report to senior management;
- "high flyers": managers who have been identified as having the potential to attain a senior management position or to be promoted two or more echelons higher;
- "pillars" of the organisation: managers who perform an essential role that requires experience and who would be difficult to replace.

Lastly, we analyse the disparity between the Group Chief Executive Officer's compensation and the median compensation for all our employees by calculating a total remuneration ratio. Information on this ratio is provided in the "Compensation and benefits" section of the chapter on Corporate Governance.

Policy related to the promotion of diversity, equal opportunities and gender equality

We foster an inclusive working environment in which we aspire to a fair representation of the various talents that make up our workforce. This is a key factor in attracting and retaining talent, and a fundamental commitment that fosters creativity and open-mindedness among our staff, which in turn drives performance. We believe that working in a diverse, equitable and inclusive environment creates value, because it allows everyone to feel empowered and respected for their contribution. Promoting diversity is a strategic priority at Rémy Cointreau and we are putting tools in place to support this. An international steering committee has been established with this in mind to coordinate, lead and drive Group policies and encourage local actions to promote diversity.

We want to maintain this inclusive organisation, which is reflected in our four-pillar policy: no discrimination, equal treatment regardless of gender, support for the employment of people with a disability and support for the employment of young talent from all backgrounds.

Combating all forms of discrimination and harassment

We have a strict non-discrimination policy. Through this, we want to ensure that no-one is ever discriminated against on the basis of perceived race, religion, origin, age, gender, nationality or any other discriminatory factor that is not founded on strict work-related criteria. We apply this principle in all our policies, particularly in processes relating to recruitment, performance reviews, training, the reorganisation of working conditions and award of promotions, variable compensation and work-related duties.

We ensure that all members of our workforce understand our non-discrimination policy. Every new hire receives an employee handbook as soon as they join the Group. It contains information on the non-discrimination provisions in law and bargaining agreements, and explains the steps they can take should they ever fall victim to discrimination. Employees can also use our Ethics Line to report any failing or reprehensible act of discrimination they may have witnessed or become aware of. Such reports are governed by our Whistleblowing Charter, which states that anyone using the Ethics Line in good faith will not be exposed to any disciplinary sanctions, even if the reported facts prove to be inaccurate after enquiry. We also prohibit any form of retaliation or threat against employees who make a report in good faith.

Furthermore, our compensation policies are governed by objective criteria designed to prevent any grounds for discrimination in the award of compensation. This involves using a pre-established methodology and outside expertise to set performance expectations for each position. Performance is assessed solely by appraising an individual's skills in a role, and is measured against the targets communicated to them by their manager in their annual review.

In addition, our recruitment and internal mobility policies follow international procedures and/or charters that guide managers and encourage a collective decision-making process based on objective criteria.

Lastly, the Group approved an anti-harassment policy in 2025-26 that will be communicated to all employees and throughout the value chain in 2026-27 using various channels. This will be supplemented by mandatory internal anti-harassment training. Enforcement of the policy will be underpinned by a whistleblowing system enabling employees to raise concerns either through their line manager, the human resources department or the Ethics Line.

Gender equality

We take great care to ensure that gender is never a factor in employee remuneration and that all members of our workforce are treated equally in this respect. We have a three-pronged approach to

this. Firstly, there is no difference in the starting salary paid to women and men with the same skills who do the same job. Secondly, gender is never a factor in the award of individual pay increases on an equal performance and market ratio basis. Thirdly, the base salaries of all our employees are analysed to determine whether there is any gender pay gap (on an equal job, experience and performance basis), and action is taken to reduce any identified gaps.

We are also careful to maintain balanced male and female representation in our governance bodies. To do this, we monitor the ratio of female-to-male managers. This ratio stood at 44% in 2025-26.

We also monitor another metric in France: the average gender pay gap. In 2025-26, men earned on average 0.8% more than women, representing a marked improvement on 2024-25, when their earnings averaged 4.48% more than for women. This performance is further reflected in the Group's Egapro (gender equality) score of 90/100. We have taken steps to achieve a more balanced composition in our Executive Committee, resulting in equal representation of women (5) and men (5) as at 31 March 2026.

Supporting the employment of people with a disability

We embark on specific action plans to hire people with a disability or keep them in employment. In France, the entities making up our economic and social unit ('UES') continued to implement an action plan to retain employees with recognised disabled worker ('RQTH') status. Accommodations include the installation of adapted office equipment and the automation of certain tasks.

Supporting the employment of young talent from all backgrounds

We want to support future talent from all walks of life. This also promotes generational diversity, which in turn drives performance. We are therefore resolutely committed to training young talent. One of the main aspects of this policy involves the continued employment of apprentices and work-study students. Young apprentices at our French sites (on courses ranging from vocational secondary studies to master's programmes) are introduced to a profession and acquire the skills they will need in the working world. Apprentices accounted for 1.6% of our France-based workforce in the year ended 31 March 2026.

We also have a special scheme to integrate young graduates (with at least a 3-year undergraduate degree) under the age of 30 from working-class areas or low-income backgrounds.

Policy related to employee health and safety

We understand the responsibility we have towards our employees when it comes to their health and safety, and we work every day to ensure that their working conditions are safe and that they can enjoy their work. This operational policy is part of a broader ambition to provide and maintain a working environment that protects the health, safety and well-being of our employees, customers, service providers and all other stakeholders involved in our activities.

A system to prevent and address safety risks

First and foremost, we take action through a policy of preventing work-related injuries and ill health. This policy covers all of our employees. We steer this policy by monitoring key Group-wide indicators below⁽¹⁾:

- cumulative lost time (number of hours of absence expressed as a percentage of the hours worked);
- change in severity (number of days lost due to a work-related injury per thousand hours worked);
- change in injury frequency at our production sites (number of work-related injuries with lost time per million hours worked at the industrial sites within our scope);
- number of fatalities as a result of work-related injury or work-related ill health.

Any changes in these indicators are analysed at each Group entity so that they can take specific health and safety measures best suited to their own activities and operations. These Environmental, Health and Quality policies are communicated by each site to new hires as part of the onboarding process. All employees also complete training to keep pace with changing safety standards, regulations and protocols.

We also use these indicators to get employees involved in the effective implementation of our health and safety policy. For instance, the work-related injury frequency rate at industrial sites is one performance criterion for discretionary profit-sharing awarded to France-based employees of the Group's economic and social unit ('UES').

Should an injury occur despite the prevention measures in place, the Group will take necessary steps to review, identify and address the cause. These steps will be taken independently by the members of the relevant House's health and safety committee.

The effectiveness of our policy and of the measures we have taken to provide a secure working environment for our employees is reflected in the fact that more than 75% of our industrial sites are ISO 45001, B Corp and ROC-certified.

In 2025-26, the number of work-related injuries with lost time was 9, with a frequency rate of 6.12, compared with 11 such injuries and a frequency rate of 7.18 in 2024-25. The severity rate was 0.37 in 2025-26, compared with 0.21 in 2024-25.

Prevention of risks to employee health that are specific to our activities

The House of Rémy Martin has an occupational health and safety officer at its Cognac-based industrial site. This officer is tasked with ensuring that the policy on preventing musculoskeletal disorders (MSD) is applied. MSDs can occur or worsen because of the work carried out by certain employees with duties that expose them to such risks. A doctor and/or ergonomist inspects workstations annually and may suggest improvements or adjustments to workstations, as well as the use of specific protective equipment to mitigate operational strain.

At Group level, given our field of business, we are particularly mindful of promoting responsible drinking among our employees. Our policy in this area is described in section 1.3.3 "*Customers and end-users*".

We require all our employees to complete an e-learning programme that explains our R.E.S.P.E.C.T. responsible drinking ritual by looking at practical examples.

Provident and health insurance

We have a health and personal protection policy to support our employees with a range of circumstances at all stages of life. Statutory provisions in France apply to our France-based employees, who are all covered by a health insurance plan and a death and disability policy, which also covers extended sick leave (in excess of 90 days). They can avail themselves of an optional medical check-up to find out about their current state of health and steps they can take to improve it. At Group level, all employees are covered by business travel insurance, which includes repatriation assistance, including international repatriation.

(1) The scope includes our sites in France, Barbados and Islay, but does not include Domaine des Hautes Glaces, Telmont, Brillet or Westland for the "Injury frequency" and "Cumulative lost time" indicators. We plan to include these entities in this scope by 2028.

1.3.1.4 Objectives and metrics related to own workforce

Our workforce-related objectives are jointly calculated by the human resources department and the Group Social and Environmental Responsibility department. These objectives are determined based on the outcomes of the double materiality assessment and factor in the views of stakeholders, expressed through various channels such as meetings with the CSEs (works council/health and safety panel) of entities that have such a body, and regular dialogue between employees and the human resources and industrial activities departments of each site.

Health and safety objectives are set following a consultation process with the stakeholders of each House (industrial activities department, with the support of the QSE, Group Social and Environmental Responsibility and HR departments, and the CSEs).

The objectives are implemented by the Group HR teams in the form of local action plans adapted to the specific characteristics of the relevant sites.

To assess the progress of implementing our policies for managing impacts and risks relating to our own workforce, we have set ourselves the following voluntary objectives:

Performance tracking against defined targets, at both Group and employee level, is conducted at several levels across the Group:

- **the achievement of health and safety objectives is communicated quarterly by e-mail** to the human resources department, as this is key performance indicator used to calculate variable compensation;
- **outcomes relative to targets at Group level and at individual site level are shared** annually with key internal stakeholders;
- **outcomes relative to targets are shared with all employees via** the publication of the sustainability report on the website (<https://www.remy-cointreau.com/en/finance/publications/>) and directly via e-mail;
- **employee representatives are consulted** during a presentation of the sustainability report and of the related outcomes certified by the statutory auditors.

INDICATORS

Scope	Indicator	2024-25		2025-26	
		Number	Share	Number	Share
EMPLOYEE ENGAGEMENT					
Constant reporting scope	Turnover (%)		11.9%		0.11%
Constant reporting scope	Number of meetings between management and employee representatives of the economic and social unit ('UES') in France		34		64
WORKING CONDITIONS AND EMPLOYEE WELL-BEING					
Constant reporting scope	Lost time (%)		2.35%		2%
Constant reporting scope	Social protection (S1-11) – As provided for by the phase-in provisions of the CSRD, this datapoint will be reported at a later date.	Phase-in	Phase-in	Phase-in	Phase-in
Constant reporting scope	Percentage of people in our own workforce covered by our health and safety management system based on legal requirements and/or recognised standards or guidelines		100%		100%
Constant reporting scope	Incidents, complaints and severe human rights impacts (S1-17)				
Constant reporting scope	Number of complaints filed through channels for people in our own workforce to raise concerns (including grievance mechanisms) and, where applicable, to the National Contact Points for OECD Multinational Enterprises	3		5	
Constant reporting scope	Total number of discrimination incidents reported, including harassment	3		5	
Constant reporting scope	Total amount of fines, penalties and compensation for damages relating to reported cases	0	0	0	0

		2024-25		2025-26	
Scope	Indicator	Number	Share	Number	Share
DIVERSITY AND EQUAL OPPORTUNITIES					
Constant reporting scope	Characteristics of our employees				
Constant reporting scope	Country breakdown encompassing countries in which the Group has a head count of at least 50 people, accounting for at least 10% of the total own workforce				
Constant reporting scope	Total head count	1,856		1,783	
Constant reporting scope	France	779	42%	770	43%
Constant reporting scope	China	340	18%	296	17%
Constant reporting scope	United States	228	12%	223	13%
Constant reporting scope	Information on employees by contract type, broken down by gender				
Constant reporting scope	Female employees	870	47%	829	46%
Constant reporting scope	Male employees	986	53%	954	54%
Constant reporting scope	Permanent employees	1,827	98%	1,754	98%
Constant reporting scope	Female permanent employees	854	47%	813	46%
Constant reporting scope	Male permanent employees	973	53%	941	54%
Constant reporting scope	Temporary employees	29	2%	29	2%
Constant reporting scope	Female temporary employees	16	55%	16	55%
Constant reporting scope	Male temporary employees	13	45%	13	45%
Constant reporting scope	Non-guaranteed hours employees	Phase-in	Phase-in	35	
Constant reporting scope	Female non-guaranteed hours employees	Phase-in	Phase-in	18	
Constant reporting scope	Male non-guaranteed hours employees	Phase-in	Phase-in	17	
Constant reporting scope	Number of departures (head count)	220	0	208	
Constant reporting scope	Characteristics of non-employees in our own workforce (S1-7) – As provided for by the phase-in provisions of the CSRD, this datapoint will be reported at a later date.	Phase-in	Phase-in	Phase-in	Phase-in

Scope	Indicator	2024-25		2025-26	
		Number	Share	Number	Share
Constant reporting scope	Diversity metrics (gender and age)				
Constant reporting scope	Number and share of Executive Committee seats held by women (%)	4	40%	5	50%
Constant reporting scope	Number and share of Executive Committee seats held by men (%)	6	60%	5	50%
Constant reporting scope	Female managers	263	46%	211	44%
Constant reporting scope	Male managers	311	54%	274	56%
Constant reporting scope	Employees aged under 30 (by head count)	178	10%	141	8%
Constant reporting scope	Employees aged between 30 and 50 (by head count)	1,226	66%	1,174	66%
Constant reporting scope	Employees aged over 50 (by head count)	452	24%	468	26%
Persons with disabilities (S1-12) – As provided for by the phase-in provisions of the CSRD, this datapoint will be reported at a later date.		Phase-in	Phase-in	Phase-in	Phase-in
Constant reporting scope	Remuneration metrics (pay gap and total remuneration)				
Partial	Total remuneration ratio (ratio of the Group CEO's remuneration to the median total remuneration for all employees)	31	30		30
Partial	Average gender pay gap (%)		+4.8%		+0.79%
HEALTH AND SAFETY					
Partial	Number of recordable work-related injuries with lost time among employees	11		9	
Partial	Work-related injury frequency rate	7.18		6.12	
Partial	Work-related injury severity rate	0.21		0.37	
Partial	Number of fatalities as a result of work-related injury or work-related ill health among non-employees working at Group sites	0	0	0	0
Partial	Number of fatalities as a result of work-related injury or work-related ill health	0	0	0	0

TARGETS

		2020-21		2024-25		2025-26		Objectives		
Scope	Indicator	Head count	Share	Head count	Share	Head count	Share	Permanent	2030	2050
EMPLOYEE ENGAGEMENT										
Constant reporting scope	Turnover (%)				11.9%		11%		< 17%	
Constant reporting scope	Number of meetings between management and employee representatives of the economic and social unit ('UES') in France				34		64		> 15	
WORKING CONDITIONS AND EMPLOYEE WELL-BEING										
Constant reporting scope	Lost time (%)		2%		2%	0	2%		< 4%	
DIVERSITY AND EQUAL OPPORTUNITIES										
Constant reporting scope	Number and share of Executive Committee seats held by women (%)		10%	4	40%	5	50%		40%	
Constant reporting scope	Female managers		46%	263	45.82%	211	44%		50%	
HEALTH AND SAFETY										
Partial	Work-related injury frequency rate		4		7		6		< 9	
Partial	Work-related injury severity rate		0.7		0.2		0.37		< 0.3	

Description and methodology used to calculate metrics and targets

Characteristics of our employees: permanent or temporary employees working full- or part-time, who had a direct working relationship with one of the Group's entities and were actively employed at 31 March. Trainees, interim workers, non-guaranteed hours employees and other external providers have not been included in the calculation of the head count.

Number of departures: number of permanent employees having definitively left the Group during the period under review, excluding internal transfers. Departures include: resignations, dismissals, mutually-agreed departures, retirements and deaths.

Turnover (%): this is the total number of voluntary departures or departures due to dismissal, mutual termination agreement, retirement or death in service as a percentage of the total actual head count at 31 March.

Lost time (%): the lost time rate among employees in France and at the Mount Gay and Bruichladdich sites was determined by calculating the total number of hours lost, excluding long-term illness, over the total number of theoretical hours available for work at those sites at 31 March and multiplying the result by 100.

Number of discrimination and harassment incidents reported: Number of reports made via the Ethics Line during the financial year concerning HR matters in general.

Share of female managers (%): Number of female managers who had a direct working relationship with one of the Group's entities at 31 March as a percentage of the total number of managers at 31 March.

Share of Executive Committee seats held by women (%): number of permanent female employees on the Executive Committee at 31 March as a percentage of the total number of members on the Executive Committee at 31 March.

Diversity metrics (age): each member of the workforce in service at 31 March 2025 counts for one unit, regardless of their working time. The numbers after the decimal point are in tenths of a year.

The average age was calculated at 31 March 2025 based on employees' dates of birth.

Total remuneration ratio (ratio of the Group CEO's remuneration to the median total remuneration for all employees): for the French scope, this is the total annual remuneration ratio of the CEO to the median total remuneration for all employees present at 31 March 2025. The factors taken into account to determine the remuneration ratio were based on the calculation methodology described in section 3.5.5.

Average gender pay gap in favour of men (%): for the French scope, this is the annual contractual compensation (fixed), minus the annual contractual compensation of female employees, over the average theoretical contractual pay level of male employees, multiplied by 100.

Number of recordable work-related injuries among employees: number of work-related injuries with lost time among permanent and temporary employees for all the French entities and the Mount Gay and Bruichladdich sites, recorded by the human resources department.

Number of fatalities as a result of work-related injury or work-related illness: number of fatalities among permanent and temporary employees as a result of injury or illness caused by their work for all the French entities and the Mount Gay and Bruichladdich sites, recorded by the human resources department.

Number of fatalities as a result of work-related injury or work-related ill health among non-employees working at Group sites: number of fatalities among non-employees as a result of injury or illness caused by their work for all the French entities and the Mount Gay and Bruichladdich sites, recorded by the human resources department.

Work-related injury severity rate: number of lost days due to work-related injuries expressed as a percentage of the number of actual working days for all the French entities and the Mount Gay and Bruichladdich sites.

Work-related injury frequency: number of work-related injuries with lost time for all the French entities and the Mount Gay and Bruichladdich sites over the number of actual hours worked, multiplied by one million.

1.3.1.5 Actions and resources related to own workforce

ACTION TAKEN IN 2025

BRUICHLADDICH DISTILLERY IS RE-CERTIFIED AS A GREAT PLACE TO WORK®

Adverse impact	Employee disengagement and diminished collective performance Work overload and absence of work/life balance
Risk	Pressure on key skills
Policy	Diversity, equity and inclusion Human rights
Action plan	Onboarding Training plan
Objectives	Turnover of <17% from 2025 Work days lost of <4% from 2025

Bruichladdich Distillery in Scotland has been certified as a Great Place To Work® (GPTW) since 2021. Created as a way to recognise employers with an outstanding workplace culture, GPTW is a trusted, globally-recognised certification, backed by research and based entirely on employees’ actual lived experiences.

Every year, the Bruichladdich Distillery team takes part in an employee survey using the GPTW Trust Index to provide feedback on key cultural metrics such as respect, fairness, equality and pride. The aggregated data and responses to a Culture Brief questionnaire are independently analysed by GPTW against specific benchmarks to determine the certification decision.

The 2025 survey found that:

- 83% of employees were proud to say they worked for the Bruichladdich Distillery;
- 93% felt good about the way in which the distillery contributed to the community;
- 84% said that customers would describe the services and products provided by Bruichladdich Distillery as “excellent”;
- 83% said they could be themselves at work.

Bruichladdich Distillery used the results of this survey to put together an action plan, translating the employee feedback into concrete, measurable steps. Covering multiple themes, including leadership, business culture and employee recognition, Bruichladdich’s management team is driving real change to continually move forward.

In addition to retaining its Great Place To Work® certification, the distillery has been recognised among the UK’s Best Workplaces for Wellbeing™ (2023) and the UK’s Best Workplaces in Manufacturing, Production and Transportation™ (2024 and 2025), and has appeared three times on the list of the UK’s Best Workplaces for Women™.

ACTION TAKEN IN 2025

ENGAGING AND INVOLVING EMPLOYEES IN SUSTAINABILITY ACTIONS

Adverse impact	Employee disengagement and diminished collective performance
Risk	Pressure on key skills
Policy	Diversity, equity and inclusion Human rights
Action plan	Onboarding Training plan
Objectives	Turnover of < 17% from 2025 Work days lost of < 4% from 2025

At Rémy Cointreau, we firmly believe that the sustainable transition hinges above all on the involvement of the people who make up the Group. That is why we continue to take action to drive employee engagement and build skills in social responsibility areas.

Building on the ambition we set in 2024-25, our *CSR Academy* is a cornerstone of this approach. Designed to support every employee and tailored to their specific needs and level of maturity in this area, the CSR Academy provides a progressive learning pathway so that everyone can familiarise themselves with the fundamental sustainability issues, acquire a deeper understanding of key issues and, for the most advanced profiles, actively identify sustainable solutions for the organisation.

This programme is structured into three levels:

- level 1 – *Empowered*: understand the fundamentals and prepare to take action;
- level 2 – *Advanced*: deepen understanding of sustainability issues and move into action;
- level 3 – *Expert*: explore together the full range of sustainable development challenges and contribute to the organisation's strategic thought process.

Following a year of targeted communication and engagement actions, the momentum propelled by our employees has delivered concrete results, reflecting steady, lasting ownership of sustainability issues within our teams: 192 employees achieved Level 1, 57 Level 2 and 16 Level 3.

Alongside this, the Climate Fresk has become a key tool in bringing people together to build awareness. At Rémy Cointreau, 693 employees have already taken part in this collaborative workshop, fostering a shared understanding of the mechanisms involved in climate change. Eight workshops were held in 2025-26 at different locations (China, Cognac and Westland), reflecting our commitment to the widespread roll-out of this initiative.

More broadly, employee engagement at Rémy Cointreau is also reflected in our community of 70 volunteer ambassadors, who help deliver the Group's messages, encourage local initiatives and embed sustainability commitments into day-to-day practices.

ACTION TAKEN IN 2025

REINFORCING OUR SAFETY CULTURE AT THE ANGERS SITE

Adverse impact	Work-related injury and mental health
Risk	Work days lost for health or safety reasons
Policy	Health and safety policy
Action plan	ISO certification Safety plan at each industrial site
Objectives	< 9 Number of recordable work-related injuries among employees, from 2025 < 0.3 workplace accident severity rate, from 2025

In 2023, following an increase in accident rates partly linked to behavioural factors and confirmed by a “Scan Safe” assessment of the site’s safety culture, conducted by IDQUATION (a safety behaviour and expert training consultancy), Rémy Cointreau pledged to take concrete prevention measures.

This plan builds on existing initiatives to deepen the safety vigilance culture and ensure a consistent safety approach across all departments to maintain the site’s health and safety performance over the long term. It has two key focuses:

- behavioural safety training for all employees in the form of three Play Safe half-day workshops (one per year) led by IDQUATION, aimed at progressively embedding key safety principles into existing safety tools;
- the gradual implementation of on-site safety meetings to strengthen individual risk awareness and reinforce safety vigilance in everyone.

1.3.2 WORKERS IN THE VALUE CHAIN

1.3.2.1 Material impacts, risks and opportunities related to value chain workers

As part of our double materiality assessment, we have identified three matters relating to workers in our upstream value chain.

We identified a material adverse impact relating to **poor management of the health and safety of workers** employed by suppliers, essentially due to breaches of international standards on safety, working environment quality and environmental protection.

We also identified an adverse impact relating to an absence of **minimum safeguards regarding working conditions** at suppliers. These suppliers may be in breach of international standards on the respect

and promotion of workers’ fundamental rights (e.g. human rights, secure employment, adequate wages, and protection from forced labour and child labour).

Such impacts may arise all the more readily where there are insufficient audits of suppliers’ social and environmental practices.

We have also identified a reputational risk relating to **a failure to uphold the fundamental rights of workers** in our value chain.

These three material matters are presented below:



WORKERS IN THE VALUE CHAIN

	DESCRIPTION OF IROS	POLICY	ACTION PLAN	OBJECTIVES
	Poor management of workers' health and safety Adverse impact related to poor management of health and safety conditions for workers in the value chain, with repercussions for their well-being and poor compliance with labour standards.			
	Absence of minimum safeguards for working conditions Impact on workers relating to a failure to uphold principles safeguarding human rights, secure employment, work/life balance and adequate wages in the value chain	Responsible purchasing Supplier Code of Conduct Human rights	Code of ethics for purchases Sedex audits	100% of strategic suppliers to have transparent, verified and auditable sustainability practices, from 2025 100% of strategic suppliers who are Sedex members to have completed the entire self-assessment questionnaire, from 2025
	Reputational risk relating to a failure to uphold human rights Risk relating to poor public perception or negative media coverage in the event of a failure by our partners to uphold human rights, with a knock-on effect on our own reputation			
Adverse impact Risk Positive impact Opportunity	S = Short term M = Medium term L = Long term	Upstream value chain Own operations Downstream value chain		

These impacts may be material for the following main categories of workers in the upstream value chain: employees of the suppliers of packaging, agricultural raw materials and sales accessories due to the purchase volumes involved, as well as the categories of workers identified in Sedex audits as being most at risk.

We use the Sedex (Supplier Ethical Data Exchange) platform to map as accurately as possible the systemic social and environmental risks relating to our 120 strategic suppliers. Sedex assesses the risks relating to each strategic supplier by determining a combined risk score reflecting the risks inherent to a supplier's location (country or local area in which a product is manufactured), as well as the characteristics of the site where they conduct their business and governance-related risks.

It facilitates targeted audits at our suppliers' sites outside Western Europe, using the SMETA (Sedex Members Ethical Trade Audit) 4-pillar methodology, described below in more detail in section 1.3.2 "Workers in the value chain". SMETA-certified suppliers apply a policy of zero tolerance for human rights violations such as child labour and forced labour, and comply with statutory labour laws.

All the environmental, social and societal impacts, risks and opportunities that are material for the Group are measured, updated and tracked using the methodology described in section 1.1.3.2 "Double materiality assessment".

The views of stakeholders are integrated into the Group strategy as described in section 1.1.4.2 "Interests and views of stakeholders".

1.3.2.2 Policies to manage material impacts, risks and opportunities related to value chain workers

We want to maintain lasting, fair business relationships with our suppliers in order to secure our supply chains and guarantee optimal working and safety conditions in our value chain.

To achieve this, we require all our tier 1 strategic suppliers, in all geographical locations, to comply with our responsible purchasing policy. This policy seeks to prevent and reduce any adverse impacts on workers. It is formalised in the "Rémy Cointreau Supplier Code of Conduct". Under this Code of Conduct, suppliers are contractually

bound to comply with the regulations in force regarding anti-corruption measures, suitable working conditions and the fundamental rights of workers. The code also formally sets out the standards that Rémy Cointreau expects of workers. It is currently being revised to better adapt its provisions to the activities, impacts and risks of our suppliers and to incorporate key performance indicators that are relevant to both parties. As a result, we will not be reporting on the share of suppliers having signed the Supplier Code of Conduct in 2025-26.

Our responsible purchasing policy and related Supplier Code of Conduct draw on the principles of the United Nations Global Compact, the OECD Guidelines for Multinational Enterprises and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. They seek to uphold fundamental rights (in particular, by prohibiting forced or mandatory labour, human trafficking and child labour), safety and well-being in the workplace, environmental best practices and business ethics in the Group's value chain. We ask that our suppliers also encourage their subcontractors to comply with these principles in their business dealings.

This policy is structured and has evolved through formal and informal dialogue with the legal representatives of our suppliers, under the supervision of our Chief Purchasing Officer.

Conscious of our business environment, we have introduced a whistleblowing system or "Ethics Line", described in section 1.4, which can be used to report any serious breaches or violations of the law or internal rules and procedures.

In 2025-26, none of the reports received came from employees of suppliers in our value chain.

The Group purchasing department verifies that the suppliers in the upstream value chain comply with our policies on the rights of workers. This involves a three-level monitoring process:

Level 1 – Assessing social and environmental risks at strategic suppliers

We use the Sedex risk assessment platform to verify that our strategic suppliers across the globe are in compliance with our Supplier Code of Conduct.

This enables us to assess the social and environmental risks relating to the operations and location of our strategic suppliers' production sites.

As part of our purchasing procedure, we require suppliers to be members of an international organisation that encourages ethical and responsible practices in global supply chains (e.g. Sedex, EcoVadis or an equivalent platform).

The Sedex sustainability risk assessment draws on three information sources: a self-assessment questionnaire completed by suppliers; a database covering 150 political, economic, human rights and environmental risks across 198 countries, relating in particular to conflict minerals, modern day slavery and human trafficking; and on-site audits conducted every three years using the SMETA method.

We require all suppliers based outside Europe to be a member of such a platform.

Each supplier is assigned a risk score of 1 to 10. This score is based on five criteria, including:

- **inherent risk:** regarding natural hazards related to the conduct of business in a specific country or sector. This does not factor in details for individual sites;

- **risk tied to the characteristics of a site:** factoring in the type of work carried out, the activity and the location (e.g. proximity to sensitive areas) of the production site;
- **management control systems:** assessing the effectiveness of policies or procedures introduced to reduce risks relating to the site characteristics in key areas such as labour standards, health and safety, compliance with environmental regulations, greenhouse gas emissions, etc.;
- **outcomes of previous audits:** the outcome of the most recent audit conducted by the supplier using an international platform (such as Sedex or EcoVadis) and triggered by a third party, Rémy Cointreau or by the supplier itself, is used in the Sedex assessment alongside other analysis criteria.

We have chosen Sedex to maintain consistently stringent social and environmental compliance among our suppliers. It is also useful for determining whether they might need help to maintain their compliance with our commitments. We also use Sedex to pre-screen suppliers.

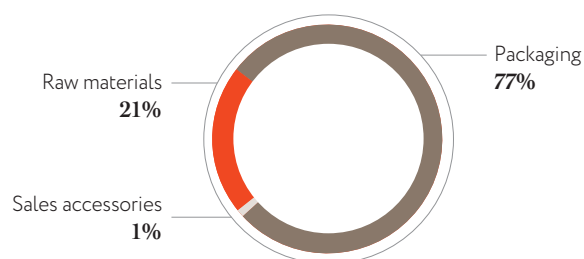
Sedex makes it possible to focus audit campaigns on purchasing categories that are highly-exposed to risk, such as particular ingredients (molasses, orange peel, cane sugar, etc.) or certain types of packaging that require manual work (assembled gift boxes), as well as on particular suppliers located in high-risk geographical areas.

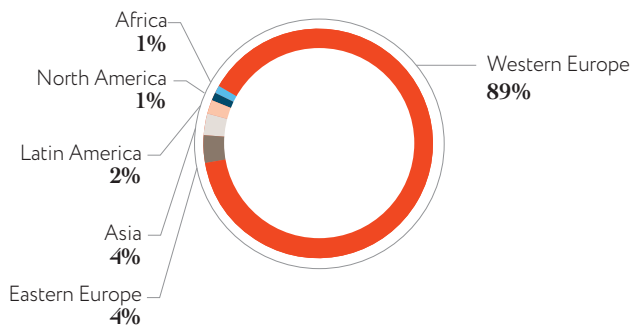
Lastly, the data available on the Sedex platform enables us to more accurately pinpoint potential sustainability-related risks at suppliers and focus our attention on any supplier that may warrant closer attention by the purchasing team. Where a supplier has been specifically flagged, they will be alerted to this and we will work with them by analysing in detail the outcome of the Sedex risk assessment in order to suggest areas for improvement. The Group may also request that a supplier be audited following a Sedex assessment.

Following this risk audit, our strategic suppliers are categorised into three risk levels: high, medium and low.

Currently, seven strategic suppliers outside France present a high risk. Located in different geographical areas, they essentially produce packaging (paper, cardboard, wood, etc.) and sales items and accessories:

BREAKDOWN OF HIGH-RISK SUPPLIERS BY ACTIVITY



**BREAKDOWN OF HIGH-RISK SUPPLIERS
BY GEOGRAPHICAL AREA****Level 2 – Conducting targeted audits in high-risk geographical areas**

In addition to the Sedex risk scoring, on-site supplier audits are conducted at the Group's request and expense. Until recently, audits were carried out every three years at strategic suppliers whose production facilities were located in high-risk geographical areas. Starting in 2025-26, the Group purchasing department will be extending these audits to all strategic suppliers in all geographical areas, including those based in Western Europe except France, who had been exempt from these audits until now. We have also decided to introduce more stringent checks and to carry out the audits at more frequent intervals, at least every two years.

These audits involve scheduled or unannounced inspections at supplier sites. They are based on the SMETA (Sedex Members Ethical Trade Audit) 4-pillar methodology:

Labour standards

Audit of practices relating to workers' rights, verifying in particular that workers are receiving a fair wage, that they are not the victims of forced labour or that the supplier does not use child labour, and that their working conditions are decent and in compliance with

international human rights standards. The audit will also verify that the workers have clearly-worded employment contracts and freedom of association.

Health and safety

Verification of the existence of suitable practices and measures to protect the health and safety of workers. This involves assessing working conditions and verifying the presence of appropriate safety equipment and the existence of regular training and emergency protocols to respond to any incidents.

Environment

Analysis of how natural resources are managed and of the manner in which the supplier handles its environmental impacts. This covers waste management, energy consumption, the reduction of greenhouse gas emissions and compliance with local environmental laws. Suppliers also complete an Environment Self-Assessment Questionnaire (ESAQ) to verify that they have sustainable practices and comply with international environmental laws.

Business ethics

Assessment of the supplier's anti-corruption and anti-fraud practices and of the integrity of its management processes. This provides assurances that the supplier is not engaged in misleading or unlawful commercial practices and that it complies with the highest standards of ethics.

Based on this risk audit and any detected non-conformances, our suppliers are ranked into four risk categories: (1) low, (2) medium, (3) high and (4) critical.

Level 3 – Analysing non-conformances to help suppliers take corrective measures

Under the Sedex methodology, once an audit requested by the Group has been completed, a score is assigned to strategic suppliers based on any detected actual or potential non-conformances with our Supplier Code of Conduct.

Action plans are then triggered according to the supplier's risk score:

Non-conformance level	Criteria	Actions
Critical	At least 1 Business Critical non-conformance or at least 4 Critical non-conformances	Interruption, suspension or termination of business relationship
High	Between 1 and 3 Critical non-conformances or at least 6 Major non-conformances	Resolution of identified risks within 3 months
Medium	Between 1 and 5 Major non-conformances or at least 6 Minor non-conformances	Resolution of identified risks within 5 months
Low	Between 1 and 5 Minor non-conformances	Resolution of identified risks within 7 months

The action plans are led by an independent Sedex Affiliate Audit Company (AAC). Suppliers are required to respond within a timeframe that will depend on the criticality of the identified non-conformance. The Sedex AAC assesses the compliance of the supplier responses.

We can keep track of the various stages of the process and the quality of supplier responses on the Sedex platform. We can also confirm or reject a decision based on the knowledge that the AAC is a neutral party.

In 2025-26, no strategic supplier presented a "critical" non-conformance level.

Where recurring and critical non-conformance is detected and the supplier has failed to apply or take corrective measures or, if they have, such measures prove to be inadequate, we reserve the right to take suitable action (see table above).

1.3.2.3 Objectives and metrics to manage material impacts, risks and opportunities related to value chain workers

We strive to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all in our value chain.

In 2015, we chose the Sedex platform to monitor and manage our value chain risks, as it enables us to monitor an extensive panel of suppliers on a single platform, regardless of country or business sector. Additionally, suppliers can easily share their data with Rémy Cointreau, which cuts down on audit expense and the related administrative burden.

Furthermore, post-audit work to resolve any non-conformances is carried out through Sedex using a procedure that is consistently applied to all members of the platform. As a buyer, we can supplement this process with our own personalised follow-up of suppliers. While the decision-making process is guided by a

predetermined strategy, we also consult and work with our suppliers to review each decision on a case-by-case basis. This led us in 2025-26 to extend the audits worldwide and include suppliers in Western Europe.

The responsible purchasing targets set using the Sedex tool since 2015 have been enhanced and expanded with new objectives set during meetings with the various departments concerned by such issues: the Risk department, Purchasing department, Group Social and Environmental Responsibility department and Ethics and Compliance department.

To assess the progress of implementing our policies for managing impacts, risks and opportunities related to value chain workers, we have set ourselves the following voluntary objectives as part of our Sustainable Exception roadmap:

		2024-25		2025-26		Objectives		
Scope	Indicator	Quantity	Share	Quantity	Share	Permanent	2030	2050
RESPONSIBLE PURCHASING								
Partial	Share of strategic suppliers who are Sedex members and who completed the entire self-assessment questionnaire (%)		75%		82.4%		100%	
Partial	Share of strategic suppliers with transparent, verified and auditable sustainability practices (%)		71%		84%		95%	
Constant reporting scope	Number of reported failures to comply with the ethics charter	0		0				

Description and methodology used to calculate targets

Strategic suppliers: all Group suppliers recorded in SAP, having received at least one purchase order during the financial year and representing total annual sales of more than €10,000.

As a result of this refined definition, the number of strategic suppliers decreased from 195 to 123 in 2024-25. In 2025-26, 120 suppliers met these criteria and are therefore considered strategic.

Share of strategic suppliers who are Sedex members and who have provided all the information requested in the self-assessment questionnaire -

Previous objective: number of strategic suppliers who are Sedex members having fully completed the self-assessment questionnaire as a percentage of the total number of strategic suppliers. Sedex published a new questionnaire this year, which assigns a "not started" status even to suppliers that completed the previous questionnaire during the year.

In 2025-26, 89% of the sites belonging to the Group's 58 strategic suppliers that are Sedex members completed the self-assessment questionnaire, equating to 82.4% of the value of purchases from Sedex member strategic suppliers.

In line with the revised calculation methodology for the metric referred to above, this metric will also be based on the value of purchases from Sedex member strategic suppliers, rather than on the number of suppliers. The Group is committed to ensuring that 100% of its purchases, in value, are from strategic suppliers who are Sedex

members and who have provided all the information requested in the self-assessment questionnaire.

New objective: the value of purchases from strategic suppliers who are Sedex members and who have completed the self-assessment questionnaire in full as a percentage of the total value of purchases from strategic suppliers who are Sedex members. Sedex published a new questionnaire this year, which assigns a "not started" status even to suppliers that completed the previous questionnaire during the year.

Share of strategic suppliers with transparent, verified and auditable sustainability practices -

Previous objective: number of strategic suppliers that are Sedex members with transparent, verified and auditable sustainability practices (Sedex membership and transparent disclosures) and providing access to all the information contained on the platform of an international organisation (responses to self-assessment questionnaires, visibility on their published audits, etc.) as a percentage of the total number of strategic suppliers.

In 2025-26, 58 strategic suppliers were Sedex members, i.e. 48% of our strategic supplier base, and accounted for 84% of the value of purchases from strategic suppliers.

Comparatively speaking, and under the new criteria, in 2024-25, 48 strategic suppliers were Sedex members, or 39% of the supplier base. They accounted for 71% of the value of purchases from strategic suppliers.

Based on this finding, and particularly in view of the greater influence the Group has over suppliers with which it has higher purchasing volumes, the metric retained going forward will be the total value of purchases from strategic suppliers that are Sedex members, rather than the number of suppliers. The Group is committed to ensuring that 95% of its purchases, in value, are made from strategic suppliers with transparent, verified and auditable sustainability practices.

New objective: Percentage of the total value of purchases from strategic suppliers that are Sedex members with transparent, verified

and auditable sustainability practices (Sedex membership and transparent disclosures) and providing access to all the information contained on the platform of an international organisation (responses to self-assessment questionnaires, visibility on their published audits, etc.) as a percentage of the total value of purchases from strategic suppliers.

Number of reported failures to comply with the ethics charter: number of reports received via the Ethics Line relating to a supplier's failure to comply with our ethics charter.

1.3.2.4 Actions and resources related to workers in the value chain

ACTION TAKEN IN 2025

RESPONSIBLE PURCHASING: CONTROLLING RISKS IN THE VALUE CHAIN

Adverse impact	Poor management of workers' health and safety Absence of minimum safeguards for working conditions
Risk	Reputational risk relating to a failure to uphold human rights
Policy	Responsible purchasing Supplier Code of Conduct Human rights
Action plan	Sedex audits
Objectives	100% of strategic suppliers to have transparent, verified and auditable sustainability practices, from 2025 100% of strategic suppliers who are Sedex members to have fully completed the self-assessment questionnaire, from 2025

We have put a supplier risk management framework in place as part of our policy of making sustainability a central focus in all our purchasing practices. This is designed to ensure the resilience and ethical integrity of our value chain, in line with our sustainability commitments.

Measuring and mitigating supplier risks

We have a range of measurement tools at our disposal to assess the associated risk level when a supplier is included in our panel. Our approach is based on the following principles:

- **membership of the Sedex platform:** we require our listed suppliers to join the Sedex platform. We are then able to use this tool to perform an in-depth analysis of the risks associated with our tier 1 suppliers. This analysis covers both exogenous risks (relating to country and business sector) and endogenous risks (specific to the way in which the supplier manages its production site);
- **multi-dimensional risk analysis:** risks are measured based on sector data and international frameworks, namely the United Nations Sustainable Development Goals (SDG). This combines suppliers self-assessments and external audits. The following areas are analysed:
 - labour standards (human rights, working conditions),
 - ethics and anti-corruption practices,
 - compliance with safety, quality and environmental protection standards,
 - protection of the health and safety of workers.

Extending the analysis scope and handling non-conformances

Over the past financial year, we significantly expanded our scope of analysis to include all countries in our assessments, except France. 82.4% of our strategic suppliers have provided information on the Sedex platform that we can use to calculate a risk score. Where a high risk is identified or a one-off risk event occurs, we will work closely with the supplier to address it. This collaborative approach is aimed at taking corrective and preventive action to mitigate the identified risk or resolve non-conformances.

Where a risk is deemed critical or should a serious incident occur, we reserve the right to provisionally suspend or permanently terminate the business relationship, in accordance with our responsibility principles and internal policies.

This proactive, structured approach enables us to build a more transparent, ethical and resilient supply chain, essential to our overall performance and in line with our values.

ACTION TAKEN IN 2025

STRATEGIC ENGAGEMENT WITH OUR SUPPLIERS TO DRIVE SUSTAINABLE ENVIRONMENTAL PERFORMANCE

Adverse impact	Poor management of workers' health and safety
Risk	Reputational risk relating to a failure to uphold human rights
Policy	Responsible purchasing Supplier Code of Conduct Human rights
Action plan	Sedex audits
Objectives	100% of strategic suppliers to have transparent, verified and auditable sustainability practices, from 2025 100% of strategic suppliers who are Sedex members to have fully completed the self-assessment questionnaire, from 2025

Aware of the critical importance of sustainability commitments for the workers in our value chain, we have implemented a proactive supplier mapping approach covering a selection of our strategic suppliers. The aim is to ensure coherent alignment of our respective sustainability objectives, particularly in relation to fundamental environmental pillars.

Key environmental pillars in our collaboration with suppliers

Our approach has several main environmental focuses:

- **decarbonisation**: working together to shrink our carbon footprint;
- **water stewardship**: optimising water consumption and protecting this vital resource;
- **life cycle of materials**: promoting the 3Rs – Reduce, Reuse, Recycle – for the materials used in our production processes;
- **Biodiversity**: contributing to the protection and restoration of ecosystems.

Assessment and sharing of sustainability objectives

The first step in this mapping exercise is to assess the level of engagement of our suppliers on sustainability topics. We can then share our own sustainability objectives and establish a constructive dialogue. This engagement provides an opportunity to see how our strategies are aligned.

Adapting to context and key performance indicators

We want to understand the sustainability issues specific to each supply chain or purchasing category so we can adapt our requirements to the context in a relevant manner. We engage with suppliers on key performance indicators such as:

- their CO₂ emissions;
- their water consumption;
- their ecodesign efforts;
- their actions to protect biodiversity.

Integrating carbon data and recognising supplier initiatives

Certified CO₂ emissions data communicated by our partners is integrated into our own GHG emissions assessment. This enables us to lower the Scope 3 emissions in our GHG emissions assessment to a significant extent and recognise our suppliers' decarbonisation efforts, thereby acknowledging their essential contribution to our overall environmental performance.

Evolving towards enhanced sustainability selection criteria

This initial phase represents an essential awareness step. For other indicators, it lays the groundwork for the gradual development, in collaboration with our suppliers, of enhanced sustainability selection criteria. This medium- to long-term effort is part of a strategic vision extending at least to 2030, in which sustainability performance will be a determining factor in our partnerships.

1.3.3 CONSUMERS AND END-USERS

1.3.3.1 Material impacts, risks and opportunities related to consumers and end-users

Our double materiality assessment identified three responsible drinking matters relating to our customers and consumers. The first is a material adverse impact relating to responsible distribution and the availability of our products to certain vulnerable sections of the public. A second material adverse impact relates to the implementation of marketing strategies that might expose vulnerable members of the public to excessive alcohol consumption. The assessment also pointed to a risk relating to a negative shift in the perception of alcoholic drinks.

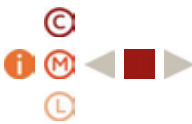
We have identified two material matters regarding product transparency, traceability and quality. The first is an adverse impact in the event of product traceability failings; while the second is a risk of Rémy Cointreau not conforming to the transparency and traceability standards that apply to our products.

All these material matters are presented below:



CONSUMERS AND END-USERS

	DESCRIPTION OF IROS	POLICY	ACTION PLAN	OBJECTIVES
RESPONSIBLE DRINKING AND CUSTOMER RELATIONSHIPS				
	Responsible distribution and availability of products Adverse impact relating to distribution strategies for products and related verifications, with the risk of products being made available to certain vulnerable sections of the public (e.g. sale via unregulated outlets, aggressive marketing, lack of checks on sales to underage customers). This may accentuate the risk of careless drinking and lead to greater regulatory pressures.			
	Responsible marketing and protection of vulnerable sections of the public Adverse impact relating to marketing strategies that might overly incite vulnerable members of the public (minors, problem drinkers) to drink alcohol, including strategies such as collaborations with influencers and targeted advertising, or a failure to display clear warnings. This could lead to public health issues, with harmful effects on consumers.	Responsible drinking Confidentiality Responsible communication	Training Labelling Communication	100% of employees to be trained on issues relating to responsible drinking 100% of employees to have completed an e-learning module on responsible drinking, from 2025
	Negative shift in perception of alcoholic drinks Risk related to a negative shift in how our products are perceived, which could lead to a fall in demand, a reduction in available financing and an increase in pressure from stakeholders.			

DESCRIPTION OF IROS	POLICY	ACTION PLAN	OBJECTIVES
PRODUCT TRANSPARENCY, TRACEABILITY AND QUALITY			
 Impacts related to traceability failings Adverse impact related to health hazards that might arise for products made from raw materials and components that are difficult to accurately trace, preventing risk control with suppliers upstream, as well as downstream risk control (e.g. issuing product recalls), which could undermine trust in our products.			
 Non-compliance with transparency standards Risk related to non-compliance with product transparency and composition standards, which could lead to regulatory penalties, the loss of our licence to operate, financial repercussions, criticism from consumer bodies and a loss of stakeholder trust. This could have a knock-on effect on brand image and sales. Non-compliance with the most recent food safety standards could also generate costs to recall products and destroy stock.	Health, Safety & Quality	Product recalls Labelling Customer complaint channel	< 50 Number of substantiated consumer complaints, from 2025 > 16/20 overall distributor satisfaction score, from 2025 > 16/20 distributor satisfaction – product quality score, from 2025
i Adverse impact S S = Short term  Upstream value chain R Risk M M = Medium term  Own operations i Positive impact L L = Long term  Downstream value chain O Opportunity			

All the environmental, social and societal impacts, risks and opportunities that are material for the Group are measured, updated and tracked using the methodology described in section 1.1.3.2 "Double materiality assessment".

The views of stakeholders are integrated into the Group strategy as described in section 1.1.4.2 "Interests and views of stakeholders".

1.3.3.2 Policies to manage material impacts, risks and opportunities related to consumers and end-users

We actively promote ethical, responsible drinking and involve all our staff in the implementation of policies that address these issues, with two key focuses:

- promoting responsible drinking;
- guaranteeing transparency and quality for consumers.

We have elaborated our policies in this area based on the views expressed by customers and consumers, escalated by various bodies in the main countries in which we market and produce our products.

Our resilience strategy also takes transparency-related regulatory developments into consideration, as regards consumer goods, the

findings of consumer expectation surveys and the commitments of distributors.

Responsible drinking policy

We pursue a value creation strategy focused on positioning our exceptional wines, liqueurs and spirits in the premium segment. Our business model for cognac and champagne is founded on structurally-limited volume growth dictated by the controlled designation of origin ('AOC') that limits the geographical area in which we can produce these products.

Our exceptional products are designed to be enjoyed with a focus on the quality of the consumer experience. With this in mind, Rémy Cointreau has developed a specific policy and "ritual" to encourage all consumers – whether they are employees or end customers – to drink responsibly. Our role in the wine, liqueurs and spirits industry makes us keenly aware of the harmful effects of alcohol on health. Our policy is designed to make a very real contribution to the World Health Organization's goal of reducing global alcohol consumption. A key aspect of this policy is to never incite problem drinkers or minors to consume alcohol. We have an ad hoc governance structure in place to oversee implementation of this policy, with a steering committee that brings together members of the legal department and the communications department.

We have also taken on board the views expressed by various stakeholders in the manner in which we have worded and coordinated this policy, through our involvement in associations such as "Prévention et Modération" in France, as well as in industry and professional bodies (in Europe: spiritsEUROPE; outside Europe: SWA (Scotch Whisky Association), DISCUS (Distilled Spirits Council of the United States), BAIA (Barbados Alcohol Industry Association), WIRSPA (West Indies Rum & Spirits Producers' Association), APISWA (Asia Pacific International Spirits and Wines Alliance), FSPA (Foreign Spirits Producers Association); and in France: FFS (Fédération Française des Vins et Spiritueux), FEVS (Fédération des Exportateurs de Vins & Spiritueux), BNIC (Bureau National

Interprofessionnel du Cognac), SNFL (Syndicat National des Fabricants de Liqueurs), FWF (Fédération du Whiskey de France) and FFB (Fédération Française du Brandy)). All of these bodies prepare frameworks and action plans to encourage consumers to drink wine and spirits responsibly.

Any violation by the Group of a law or regulation, code, charter or procedure, as well as anything that could threaten or be damaging to the public interest, or any harm or risk of harm to human health and safety or the environment, can be reported through the Ethics Line in accordance with the procedure described in section 1.1.2 "Governance".

A policy founded on R.E.S.P.E.C.T

In 2021, we developed the R.E.S.P.E.C.T "responsible drinking ritual". R.E.S.P.E.C.T is intended as a guide to ensure that our employees, customers and consumers can enjoy our exceptional wines, liqueurs and spirits responsibly.

Each letter of the ritual represents a different step:

- **R for READY:** get Ready, by drinking water
- **E for EAT:** Eat before and during the tasting

- **S for SIP:** smell and Sip slowly
- **P for PAUSE:** Pause by drinking water before a second glass of alcohol
- **E for ENJOY:** Enjoy responsibly: check your limits with your favourite Drink Control app
- **C for CAPTAIN:** be the Captain by making sure your friends are celebrating responsibly too
- **T for TIME:** take your Time



All our employees are trained in and strongly encouraged to follow this ritual, as well as to share and promote it with our commercial partners. It is also systematically covered in the onboarding procedure for new hires and in the training provided by the *WeCare Academy* (employee sustainability training programme organised by the House of Rémy Martin).

End-consumers who take part in tours of sites operated by our Houses also learn about R.E.S.P.E.C.T from our specially trained guides.

We regularly communicate on the responsible drinking ritual, through social media in particular, in the run-up to the Christmas holidays, at non-Group events or during site visits.

In-house training and awareness strategy

We have a dedicated training and awareness strategy for all our employees. Alongside regular campaigns focusing on the R.E.S.P.E.C.T responsible drinking ritual, a responsible drinking charter is also provided. This charter contains a list of local or regional helplines to contact addiction counsellors for help if needed. We also require all employees to complete an e-learning module.

In 2025, 94% of our employees completed this training.

A responsible external communication and marketing strategy

We have also drawn up an external communication and marketing strategy to raise responsible drinking awareness among all our stakeholders, starting with bartenders and customers. We aim to communicate on this issue at least once a year for each of our Houses and in each of our key markets.

More broadly, we have also established a set of mandatory criteria that must be met before any of our communication campaigns can be approved for launch:

- Our campaigns must not encourage irresponsible drinking or abuse in any way (no images of empty bottles, excessive partying or risk-taking).
- They must not claim any particular benefits (such as improved performance, therapeutic benefits or health benefits).
- They must not target minors or any other "at-risk" sections of the public. In particular, the ambassadors or influencers used for social media campaigns must not look excessively young (no children, and no influencers or celebrities under the age of 25).
- They must systematically contain responsible drinking messages that come through in the choice of visuals, if possible (glass size, presence of food and/or water when drinking).
- They must be respectful, particularly in terms of inclusivity. They must not violate any person's dignity and never be associated with any form of discrimination or defamation, and they must be perfectly mindful of the specific cultural characteristics and social norms of our markets.

Policies related to product transparency, traceability and quality

The nature of our model means that the bulk of our distribution and sales business is done through partner wholesalers and distributors. While this means we essentially have an indirect relationship with end-consumers, we still do everything in our power to provide transparency, answers and optimal quality assurances, as we know that consumers are increasingly curious about the environmental and social impacts of the products they buy.

Actively engaging with customers and consumers about their expectations and feedback

Anticipating customer and distributor expectations

The Group does not have a dedicated process in place to directly engage with customers and consumers. However, with the help of our marketing intelligence department, our Houses are able to gauge the expectations of our customers and distributors using various materials, publications and studies reviewed by their teams. A CRM

tool has also been rolled out at Houses that engage directly with consumers (through shops and e-commerce sites). This is an additional resource that our brand ambassadors and marketing teams can use to forge and maintain dialogue with customers and to liaise with the customer service department tasked with handling orders and complaints.

Measuring customer satisfaction

Should an issue arise despite our product transparency, traceability and quality policies, we have set up a specific network in each market to register any consumer complaints. These networks escalate customer feedback to each House's Quality department using a special alert system. Every escalated complaint is reviewed so that any necessary corrective action can be taken to prevent a detected problem from being repeated. Where a complaint is substantiated after enquiry, we will respond to the customer and replace the defective product.

In 2025-26, the customer service department received 30 complaints, of which 12 were found to be substantiated on investigation. Our aim is to keep the number of substantiated complaints received every year below 50 (bearing in mind that we sell millions of bottles each year). We use this metric as a gauge to maintain the level of excellence in our product quality policy.

We have also introduced a scoring system to assess the level of satisfaction of our distribution customers, so that corrective action can be taken in any areas in which improvements may be needed. In 2025-26, distributors gave us a satisfaction score of 18/20 and a product quality score of 16.6/20.

Lastly, 96% of customers surveyed said that we offered a service that was better than or equivalent to the service provided by other companies in the same sector.

A demanding policy on quality

Rémy Cointreau introduced a Group-wide health, safety and quality policy in June 2024. This policy summarises the different frameworks in place at our production sites governing the production of liquids and their packaging in accordance with ISO 9001, ISO 14001 and ISO 22000.

Our health and safety and quality policies are geared towards a "zero complaints" objective, which we work to achieve through four operational programmes:

- a **"supplier quality" programme**, which involves working with suppliers to identify the needs of end-customers more efficiently and address them accordingly;
- an **"internal quality" programme** to improve process control and reduce losses in priority areas (HACCP method);
- a **"design quality" programme** to improve the robustness and reliability of product launches or new equipment; and
- a **"supply quality" programme** to control product shipping and distribution.

Quality is also a key daily focus at our production sites. In 2025-26, 83% of our production volumes came from ISO 9001-certified sites (quality) and 79% from sites that were also ISO 22001-certified (food safety). The denominator also includes Metaxa sales volumes even though this site does not belong to the Group.

Certification year	Cognac	Angers	Bruichladdich	Mount Gay	Westland	DHG	Telmont
1994		ISO 9002 (Quality)					
2001		ISO 14001 (Environment) ⁽¹⁾					
2003		ISO 9001 (Quality) ⁽¹⁾					
2004		OHSAS 18001 (Health and Safety)	Organic and biodynamic production – Demeter ⁽⁴⁾				
2005	ISO 9001 (Quality) ⁽¹⁾ and ISO 14001 (Environment) ⁽¹⁾						
2008		ISO 22001 (Food safety) ⁽¹⁾ Carré Cointreau – Tourism quality label ⁽¹⁾ (includes sustainability commitments)					
2010	ISO 22001 (Food safety) ⁽¹⁾						
2015				ISO 9001 (Quality) ⁽¹⁾			
2016			ISO 9001 (Quality) ⁽³⁾				
2018				ISO 22001 (Food safety) ⁽¹⁾			
2020		ISO 45001 (Occupational health and safety) ⁽¹⁾	B-Corp certification ⁽²⁾		EnviroStar certification (Washington State, US)		
2022				ISO 22000 (Food safety) ⁽¹⁾			
2024					B-Corp certification ⁽⁵⁾	Organic and biodynamic production ⁽⁴⁾	
2025						ROC (Regenerative Organic Certified)	
2026							ROC (Regenerative Organic Certified)

(1) Last renewal audit in 2024 (next one earmarked for 2027).

(2) Last renewal audit in 2023 (next one earmarked for 2026).

(3) Last audit in 2025 (next one earmarked for 2027).

(4) Annual audit.

(5) Renewal audit earmarked for 2027.

Note: the eaux-de-vie storage site in Cognac is classified as a “Seveso upper tier” site on account of the quantities of eaux-de-vie ageing there. A comprehensive Safety Management System (SMS) is in place for this site.

Our quality engineers oversee such quality issues as food safety, traceability and end-to-end supply chain. Their performance reviews are based on quality control indicators as well as on the number of complaints received when a product is brought to the market.

A policy focused on traceability and transparency

Bottle marking and effective tracing

We mark nearly all our bottles using etching or laser-engraving techniques. This operational process makes our bottles completely traceable so that the relevant authorities can easily detect any counterfeits.

Alongside this, a QR code is affixed to our bottles and can be scanned to verify that the product is authentic, detect any anomalies and confirm whether the product is being sold in its intended geographical market.

In China, to prevent counterfeiting, we have rolled out an effective system to collect empty Rémy Martin and Cointreau bottles sold through various channels. In 2024-25, our Chinese subsidiary collected 850,000 bottles so that they could be destroyed to prevent them being used to sell counterfeits. This collection system will soon be extended to other brands, namely Bruichladdich and Mount Gay.

Product information at customers' fingertips

We are gradually adding the energy value per 100ml and per serving size to the labels of all our bottles marketed in the European Union, together with a QR code that takes consumers to the brand's website, and an e-label containing the full list of ingredients and nutrition information. This follows on from a "Memorandum of understanding on the provision of nutrition information and ingredients listing of spirit drinks sold in the EU", signed by Rémy Cointreau in 2019 along with the other members of the SpiritsEUROPE trade group and endorsed by the European Commission. The aim of this MoU is to harmonise voluntary labelling practices in the European market for the spirit drinks category (excluding wine and ready-to-drink (RTD) beverages), with a view to providing customers with greater transparency on nutritional values and ingredients.

The requirements of this memorandum include an "on-label" component, displayed on the back label of products, and an "off-label" component accessible by scanning a QR code:

- on-label: energy value per 100ml and per serving size;

- off-label: full list of ingredients and nutrition information, as well as optional additional information such as product disposal details or a "drink responsibly" message.

In calendar year 2025, 50% of spirits volumes (the scope of which is specified below) marketed in the European Union featured these new labels. In an effort to go even further, the Rémy Cointreau Executive Committee set an objective to bring 100% of our spirit drink volumes marketed in the European Union into line with the requirements of the MoU by 2027.

Alongside these commitments, and in the absence of any specific regulatory requirements in a given market, Rémy Cointreau includes information on its product labels encouraging the proper disposal of packaging (e.g. Möbius loop recycling symbol), together with pictograms or messages encouraging consumers to drink responsibly (e.g. pregnancy warning symbol and a "please drink responsibly" message).

1.3.3.3 Objectives and metrics for managing impacts related to consumers and end-users

The objectives we have set ourselves to disseminate our policies on responsible drinking and product transparency, traceability and quality, and to follow up on the effectiveness of our actions in these areas, fall into two categories. The first category involves an objective to train staff on how to drink responsibly, the most effective way to raise awareness about the dangers of excessive alcohol consumption and to encourage healthy habits. The second category encompasses objectives aimed at keeping customer satisfaction high and customer complaints low, in order to demonstrate the effectiveness of our product transparency, traceability and quality actions and policies, and adapt them if needed.

We have set ourselves the following voluntary objectives to assess our progress in implementing policies for managing impacts relating to consumers and end-users:

TARGETS

Scope	Indicator	2024-25		2025-26		Objectives		
		Quantity	Share	Quantity	Share	Permanent	2030	2050
RESPONSIBLE DRINKING AND CUSTOMER RELATIONSHIPS								
Constant reporting scope	Share of employees having completed an e-learning module on responsible drinking (%)		92%		94%		100%	
PRODUCT TRANSPARENCY, TRACEABILITY AND QUALITY								
Constant reporting scope	Number of substantiated customer complaints	13		12			< 50	
Constant reporting scope	Overall distributor satisfaction score (out of 20)	18.2		18			> 16	
Constant reporting scope	Distributor satisfaction – product quality score (out of 20)	18.2		16.6			> 16	
Partial	Share of products sold in the EU with a QR code linking to an e-label displaying nutritional information and the full list of ingredients (MoU)				50%		100% (2027)	

Description and methodology used to calculate targets

Share of employees having completed an e-learning module on responsible drinking (%): this is the total number of Group employees having completed and validated this training by 31 March of the reporting year, as a percentage of the Group's global workforce.

We did not achieve our objective this year but will be maintaining the same objective of 100% for future financial years.

Overall distributor satisfaction score (out of 20): this is the average of all the scores given by distributors across all categories.

Distributor satisfaction – product quality score (out of 20): this is the average of all the product quality scores given by distributors.

Number of substantiated consumer complaints: this is the number of consumer complaints that have been processed during the financial year and have been deemed valid and substantiated following investigation by the quality control or customer service departments.

Share of products sold in the EU with a QR code linking to an e-label displaying nutrition information and the full list of ingredients (MoU): this is the total number of spirit product references sold in Europe (excluding miniatures and small bottles, on-trade products, limited editions and Louis XIII bottles) with a QR code linking to nutrition information and the list of ingredients, as a percentage of the total number of product references sold in Europe.

1.3.3.4 Actions and resources related to consumers and end-users

ACTION TAKEN IN 2025

RÉMY COINTREAU IS AS COMMITTED AS EVER TO PROMOTING RESPONSIBLE DRINKING

Adverse impact	Responsible distribution and availability of products
Risk	Negative shift in perception of alcoholic drinks
Policy	Responsible drinking
Action plan	Training
Objectives	100% of employees to have completed an e-learning module on responsible drinking, from 2025

Rémy Cointreau was actively involved in the 2025 "Take a Breath" campaign led by the "Prévention et Modération" association in France. The aim was to encourage consumers to use a breathalyser to make sure they return home safely. The campaign piloted an innovative, interactive breathalyser stand called the "FlineBox" in bars across the south of France over the summer, followed by establishments in Paris, Lille and Rennes. Pilot tests were also carried out at our Angers site, where a FlineBox was set up at internal events and along the visitor route during site tours of Carré Cointreau.

Users interested in testing the device were able to find out if they were over the legal limit before taking the wheel. The aim is to help people get home safely, bearing in mind that there can often be a difference between how drunk someone might feel and how drunk they actually are. Personalised prevention messages are displayed on the screen, telling users about the "Take a Breath" campaign and encouraging them to try the Group's R.E.S.P.E.C.T responsible drinking ritual. On the basis of this trial, a larger scale pilot and, ultimately, a global partnership with the makers of this solution are being considered.

In some countries, alcohol producers are legally obligated to display certain prevention messages, such as pregnancy warnings, on their labels. This includes France, Lithuania and the Netherlands. Rémy Cointreau has chosen to go even further by displaying this message even when there is no regulatory requirement and by stepping up its labelling controls in Europe. As a pioneer in this area since 2015, we continue to take concrete action to promote and inform consumers about responsible drinking, especially vulnerable members of the public such as pregnant women.

ACTION TAKEN IN 2025

TRANSPARENCY IS AN INTEGRAL PART OF RESPONSIBILITY

Adverse impact	Responsible distribution and availability of products
	Responsible marketing and protection of vulnerable sections of the public
Risk	Negative shift in perception of alcoholic drinks
Policy	Responsible drinking
	Responsible communication
Action plan	Training

In 2019, Rémy Cointreau signed the SpiritsEUROPE memorandum of understanding alongside other spirits producers and industry organisations, in which they committed to a series of measures with the European Commission. Under this MoU, spirits producers have undertaken to display energy value information on the labels of all their products sold in Europe, as well as a full digital list of ingredients and detailed nutrition information via a combined QR code/e-label system. This digital format means that the e-label can be localised in the language and adapted to the specific requirements of the country in which the QR code is scanned, making it easier for consumers to access and understand the information.

This proactive initiative by the spirits industry, and particularly Rémy Cointreau, reflects a self-regulation commitment that is both transparent and ambitious, and goes beyond existing legal obligations. To further illustrate this, Rémy Cointreau has joined forces with ScanTrust to develop its own e-labelling system, providing consumers with even more information, such as advice on how to drink responsibly and details about the composition or recycling of packaging.

The Group is accelerating the roll-out of these initiatives Europe-wide. The fact that around 50% of our sales volumes in the European Union already meet the criteria set out in the SpiritsEUROPE memorandum of understanding provides tangible evidence of our action in this area, which is gathering momentum. This approach is part of a clear trajectory, aimed at ensuring that 100% of our standard product references in Europe meet the MoU criteria by 2027.

1.4 BUSINESS CONDUCT

1.4.1 MATERIAL IMPACTS, RISKS AND OPPORTUNITIES RELATED TO BUSINESS CONDUCT

Our double materiality assessment identified four sustainability matters related to business conduct, three of which were risks and one a positive impact.

Risk of ethics and governance controversies: a lack of transparency, disputed decision-making or practices deemed incompatible with standards of ethics, could lead to mistrust on the part of internal and external stakeholders, damage relationships with investors and partners and harm Rémy Cointreau's public image.

Risk tied to a lobbying strategy contrary to the Group's CSR policy: the pursuit of a commercial and influence strategy that runs contrary to our CSR strategy and goes against responsible lobbying practices could lead to a loss of trust and credibility in the eyes of our internal and external stakeholders (employees, suppliers, customers, investors, etc.). Furthermore, any failure to follow rules of ethics and regulations could lead to penalties being imposed by the relevant authorities.

Risk tied to digital technology, namely a failure to protect personal data managed using the Group's IT infrastructure: inadequate data protection measures could lead to a loss of stakeholder trust in the Group, as well as financial or reputational consequences in the event of a leak or unauthorised use of personal data (including a failure to comply with the EU General Data Protection Regulation – GDPR).

Positive impact related to the best practices that the Group can drive in the upstream value chain through our responsible purchasing policy: the implementation and dissemination of best practice through supplier training and awareness programmes can enhance labour and environmental standards in the Group's value chain. The policies and actions Rémy Cointreau has undertaken in this area are described in section 1.3.2 "Workers in the value chain".

These four material matters are presented below:



BUSINESS CONDUCT

	DESCRIPTION OF IROS	POLICY	ACTION PLAN	OBJECTIVES
	RESPONSIBLE PURCHASING			
	Driving best practice in the value chain Positive impact from the dissemination of best practice through supplier training and awareness programmes, enhancing the enforcement of labour and environmental standards in the value chain.	Code of ethics for purchases Responsible purchasing policy Supplier Code of Conduct	Sedex Training	See objectives in section 1.3.2 "Workers in the value chain"
	BUSINESS ETHICS			
	Controversies related to ethics and governance Risk related to controversies surrounding governance practices, such as a lack of transparency, disputed decision-making or practices deemed incompatible with standards of ethics, leading to mistrust on the part of internal and external stakeholders, damaging relationships with investors and partners and harming Rémy Cointreau's public image.	Ethics Charter integrating all Group policies	Training Ethics Line	100% of employees to have completed anti-corruption and anti-bribery training, from 2025 100% of employees to have completed ethics-related training, from 2030

DESCRIPTION OF IROS		POLICY	ACTION PLAN	OBJECTIVES
RESPONSIBLE LOBBYING				
   	Commercial strategy inconsistent with the Group’s sustainability objectives Risk related to a commercial strategy involving lobbying and communication practices that run contrary to our sustainability objectives, which could lead to negative stakeholder perception of the Group and harm our Houses’ brand image.	Responsible communication charter Responsible lobbying policy	Ethics Line Communication guide Ethics and professional conduct committee	Integrating key sustainability matters into the responsible lobbying policy in 2025
DIGITAL RESPONSIBILITY				
   	Failure to protect the Group’s digital data Risk related to inadequate data protection measures, which could lead to a loss of stakeholder trust in the Group, together with financial or reputational consequences in the event of a leak or unauthorised use of data (including a failure to comply with the GDPR).	Data protection policy	Email address to report privacy breaches Training Cybersecurity attack simulations	100% of employees to have completed GDPR training, from 2025

 Adverse impact	 S = Short term	 Upstream value chain
 Risk	 M = Medium term	 Own operations
 Positive impact	 L = Long term	 Downstream value chain
 Opportunity		

All the environmental, social and societal impacts, risks and opportunities that are material for the Group are measured, updated and monitored using the methodology described in section 1.1.3 "Risk mapping".

Our procedures and risk analyses to tackle corruption and our procedures for whistleblowers are explained in section 1.4.

1.4.2 POLICY RELATED TO BUSINESS CONDUCT

We have established an ethics and compliance policy that applies to our entire organisation. This policy is implemented by the Ethics and Compliance department, which is overseen by the Internal Audit, Compliance and Insurance department.

Governance in relation to business ethics at Rémy Cointreau is described in detail in chapter 2 under "Ethics and compliance".

A set of standards formalising our ethics and compliance approach

We have prepared a set of standards – codes and policies – that express our ethics-related commitments. Together with the procedures defined and implemented within our Houses, these standards provide ethical guidelines for all the actions taken by Rémy Cointreau, its employees and its partners.

Our ethics and compliance policies are founded on international frameworks and standards, such as the Universal Declaration of Human Rights, the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work and the Ten Principles of the United Nations Global Compact. We have drawn on these declarations and principles to prepare our own frameworks.

Every new hire is invited to familiarise themselves with the Code of Conduct when they join the Group. This is the foundation on which

our culture of employee integrity and ethical conduct is built. It reminds them about the values that guide business conduct within our Group, as explained in chapter 2 under "Ethics and compliance". It lists the "dos and don'ts" regarding their professional duties and provides a step-by-step guide to the procedures that employees must follow when engaging with external stakeholders. It also underlines the obligation for every individual to obey the law and observe the applicable regulations in their professional dealings. Lastly, the code provides guidelines to handle high-risk situations (corruption or influence-peddling; ban on facilitation payments; rules governing gifts, hospitality and donations; rules governing corporate patronage and sponsorship; prevention of conflicts of interest; procedures for engaging with public officials, etc.). It covers a series of values to guide business conduct at Rémy Cointreau. These values are explained in chapter 2 under "Ethics and compliance".

The other ethics-related frameworks and policies at the Group are as follows:

- ethics charter^o;
- data protection policies;
- information system security policy;
- policy on donations, corporate patronage and sponsorship;
- policy on preventing conflicts of interest;
- responsible lobbying policy^o;
- whistleblowing charter^o;

- CSR charter^{°°};
- code of ethics for purchases;
- responsible purchasing policy;
- Supplier Code of Conduct[°];
- responsible drinking charter;
- responsible communication charter;
- Quality, Health and Safety policy[°];
- policy on human rights[°];
- Diversity, Equity and Inclusion policy[°];
- policy on fraud prevention;
- Anti-Corruption Code of Conduct[°];
- policy in relation to mergers-acquisitions and joint-ventures;
- policy on third-party assessments;
- policy on the restriction of international trade and on anti-money laundering measures.

Some of these frameworks extend beyond the Group to apply to practices at our partners, primarily our suppliers. A dedicated strategy governs the internal dissemination of these frameworks. The documentation is available on the Group website and some elements are covered in mandatory e-learning sessions to ensure that all employees are familiar with them.

Policies with a single asterisk (°) can be consulted by all stakeholders in the Group's value chain at <https://www.remy-cointreau.com/en/group/ethics-compliance/>, while those with two asterisks (°°) are available at <https://www.remy-cointreau.com/en/home/contact-us/speak-up/> (whistleblowing charter) and <https://www.remy-cointreau.com/en/our-csr-reporting-and-charters/> (CSR charter).

Any policy not available on our website can be requested by emailing: compliance@remy-cointreau.com.

A dedicated system of controls and audits

Rémy Cointreau has introduced systems of controls and audits to ensure that the principles and procedures provided for in the Group's ethics and compliance frameworks are effectively followed. Regular reviews are performed at our Houses to verify the proper application of ethics and compliance procedures. These reviews are described in chapter 2 under "*Ethics and compliance*".

Regular on-site visits and controls are conducted to verify the proper implementation of, and compliance with, the Group's policies on anti-corruption, data protection, human rights and fundamental freedoms.

All Group sites are audited by the Audit, Compliance and Insurance department. Each site and Group subsidiary is also required to complete a self-assessment questionnaire for internal control purposes. These questionnaires cover the full range of ethics-related sustainability topics addressed in Group policies.

A whistleblowing system

We have introduced an Ethics Line for all our internal, external and occasional workers. It is also open to all the stakeholders in our value chain, including suppliers and partners of the Group, members of industry organisations and producer associations and local authority representatives.

Any person who is aware of or, in good faith, suspects a breach or violation of human rights and fundamental freedoms, health and safety or environmental best practices, or any act or behaviour that goes against our ethics rules, is encouraged to use the Ethics Line and report what they know by completing an anonymous form available at: <https://www.remy-cointreau.com/en/home/contact-us/reportform/>.

Our whistleblowing charter contains a step-by-step guide to using the Ethics Line.

The information reported via the Ethics Line will be transferred to our Compliance department, which will then log the report, issue confirmation of receipt within seven business days and, within three months, provide details in writing of any measures that are being considered or which have been taken to address the reported issue. An internal or independent investigation may be launched, which may lead to disciplinary action or the involvement of the courts.

When we receive and handle a report, whistleblower protection will always be uppermost in our minds, as will the importance of avoiding any adverse social impact resulting from a violation of the whistleblower's rights. With this in mind, Rémy Cointreau is careful to ensure that no disciplinary action or any form of retaliation is taken against a person who files a report in good faith, or against anyone who may have provided assistance to that person.

Anti-corruption policy

A Group-wide policy

Rémy Cointreau has established a dedicated anti-corruption and anti-bribery policy. This policy is an integral part of the Code of Conduct and hinges on two fundamental principles: zero tolerance towards infringements of integrity and probity, and an undertaking on the part of the Group and its governance bodies to constantly improve the organisation's ethics-driven culture.

The Code of Conduct is available on our website. It describes the types of behaviour to be avoided and the Group's guiding principles as regards certain operational matters. The following topics are addressed in particular:

- corruption and influence-peddling offences;
- prohibition of facilitation payments;
- rules on gifts and hospitality;
- rules on donations, corporate patronage and sponsorship;
- prevention of conflicts of interest;
- the whistleblowing system in the form of the Ethics Line;
- interactions with public officials.

Separate procedures may supplement the code at local entity level or to address certain issues.

Anyone found to be in violation of a rule stipulated in the code may face disciplinary action up to and including dismissal, as provided for by the disciplinary measures set out in the internal regulations, which incorporate the Code of Conduct.

Strict observance of local rules

Rémy Cointreau is committed to ensuring that we comply with every anti-corruption law and regulation in the countries in which we operate.

The Internal Audit, Compliance and Insurance department oversees compliance with this commitment. As part of this, it implements a programme of specific actions and procedures, and ensures that this programme complies with French law No. 2016-1691 of 9 December 2016 on transparency, combating corruption and modernising the economy (Sapin II law), as well as with the United States Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act (UKBA). Senior management reviews these procedures regularly, which may be subsequently updated depending on identified areas for improvement.

Risk analysis extended to suppliers and customers

Corruption-related risks are managed by analysing the anti-corruption risk map, which is updated regularly. Regional action plans are implemented to address identified risks. The Group has also introduced a system for assessing supplier and customer integrity.

A training and risk monitoring system

Any person who becomes aware of a breach of the Group anti-corruption and anti-bribery policy is encouraged to report it. Employees can inform their line manager. Alternatively, both employees and persons not employed by the Group can report the issue to the compliance department by following the whistleblowing procedure. They can also use the dedicated email address: ethics.alert@remy-cointreau.com.

In 2025-26, no breaches of this policy were reported via the Ethics Line.

There were no convictions for corruption or bribery against the Group in 2025-26.

The Group has introduced an anti-corruption and anti-bribery training and awareness module for all employees. This module was rolled out in 2025-26, with 94% of employees completing it during the reporting period.

In addition, enhanced training requirements apply to certain roles that are exposed to corruption and bribery risks in view of the Group's activities. Across these business activities, roles in the following areas are considered to be most exposed to corruption and bribery risks:

- *the Executive Committee;*
- sales;
- procurement;
- marketing;
- legal;
- compliance;
- public affairs;
- financial reporting;
- tax.

The Group has also introduced regular awareness actions geared towards senior management.

Information on the percentage of people in risk-exposed roles covered by this training programme was not available as of the publication date of the sustainability statement. The Group has exercised the required due diligence in seeking to produce this information and expects to be able to disclose it in future reporting periods.

Digital responsibility policy

An overarching personal data protection policy

Our digital responsibility policy is based on five pillars and guides all our digital data management policies:

- **dedicated governance:** Rémy Cointreau has clearly defined the roles and responsibilities of the various people involved and has established coordination overseen by the Data Protection Officer. The DPO is responsible for ensuring that the Group fulfils its obligations under Regulation 2016/679 (EU), otherwise known as the General Data Protection Regulation, and for handling any specific situations relating to the processing of personal data. The DPO is the principal point of contact for data subjects and engages with the relevant regulatory authorities on issues relating to personal data protection;
- **respect for data subject's rights:** Rémy Cointreau ensures that data subjects give their free and informed consent, are provided with clear information and are able to exercise their rights with regard to the processing of their personal data by the Group;
- **compliance of processing operations:** the Group maintains a record of processing operations, identifies and classifies processing operations and ensures compliance with applicable data retention periods and appropriate management of contractual arrangements;
- **data security:** the Group applies strict procedures and controls, has established processes for managing security breaches and carries out data protection impact assessments. In addition, it has implemented privacy by default and by design mechanisms;
- **continuous improvement:** Rémy Cointreau has implemented monitoring and internal controls, including audits and questionnaires to assess maturity and level of compliance in terms of personal data protection.

The Group intranet platform contains a wealth of information for employees, including our policy on protecting their personal data, a guide on how to respond to a data breach, and our information system security policy, which covers the 10 key principles of data management:

- A. lawfulness, fairness and transparency of processing;
- B. purpose limitation;
- C. data minimisation;
- D. storage limitation;
- E. integrity and confidentiality (security);
- F. privacy by design and privacy by default;
- G. accountability;
- H. management of the rights of data subjects;
- I. notification of personal data breaches;
- J. outsourcing with care.

Lastly, personal data protection comes under the Group's broader policy on data governance. This policy also addresses issues related to artificial intelligence (AI), particularly in terms of risks and ethics.

Strict observance of local rules

Rémy Cointreau is particularly attentive to the manner in which data is protected and managed, in order to satisfy the requirements of the European General Data Protection Regulation (GDPR) of 27 April 2016. We also ensure that every person working at our subsidiaries obeys local laws, such as Singapore's 2012 Personal Data Protection Act (PDPA), Japan's 2023 Act on the Protection of Personal Information (APPI) and China's 2021 Personal Information Protection Law (PIPL).

We have set up a dedicated system of governance in accordance with these regulations, together with a set of policies and charters.

Training and risk monitoring system

Anyone who becomes aware of a breach of the personal data management policy is encouraged to report it either to their line manager if they are an employee, or to the compliance department if they are not an employee, in which case they can send an email to: privacy@remy-cointreau.com.

In 2025-26, one breach of the policy was reported via the Ethics Line.

Training has been introduced to help employees understand the importance of managing personal data responsibly, with 94% of employees completing the programme in 2025-26.

Responsible lobbying policy**Overall responsible lobbying policy**

Integrity is fundamental to our responsible lobbying approach. Through our Public Affairs department, we are careful to ensure that our responsible lobbying policy is effectively adhered to. This policy is expressed in our "Public Affairs Charter", which provides a framework for our lobbying commitments, in keeping with the principles and values set out in our code of ethics.

Our policy on lobbying and interest representation dictates how employees must conduct themselves when they interact with public officials to promote the Group's interests. It explains how they should apply the principles and conduct requirements set out in laws and regulations to prevent corruption, influence-peddling and breaches of integrity obligations.

During the 2025-26 reporting period, and in collaboration with the Public Affairs department and the Group Social and Environmental Responsibility department, the lobbying policy was amended to incorporate environmental policy principles. These principles must be observed by all employees who represent the Group's interests. The policy also sets out the procedures to be followed in expert consultation processes.

Strict observance of local rules

Pursuant to the 20 March 2019 decision (No. 2019-28) of the HATVP (French high authority for transparency in public life), Rémy

Cointreau retains and makes readily available all elements relating to interest representation actions and associated expenditure, along with substantiating documentation showing compliance with the rules of professional conduct, for five (5) years from the end of the reporting period following the period during which the interest representation actions were carried out.

Each year, we also report – via the HATVP website – on key issues covered by our lobbying activities, as well as on any actions we may have led with various industry associations established in the European Union (SMC, FFS, FEVS, etc.).

Additionally, only one member of the Board of Directors has been in public office in the past five years. Information on the appointments held by the board members is provided in section 3.2.2 *"List of appointments held by the Board members at 31 March 2025"*.

Rémy Cointreau has been registered in the EU Transparency Register since the 2024-25 reporting period. However, we were not asked to publicly declare any of our lobbying activities for the 2025-26 reporting period, as they were very limited.

Moreover, lobbying activities carried out during the 2025-26 reporting period were in line with the Group's sustainability commitments. The main topics covered by the Public Affairs department, through the federations of which Rémy Cointreau is a member, mainly related to the harmonisation of European regulations and their transposition into French law, as well as to consumer protection.

Risk monitoring system

Anyone who becomes aware of a breach of our responsible lobbying policy is encouraged to report it either to their line manager if they are an employee, or alternatively to the compliance department, by sending an email to ethics.alert@remy-cointreau.com.

In 2025-26, no breaches of this policy were reported via the Ethics Line.

Rémy Cointreau makes no financial or in-kind political contributions.

Responsible purchasing policy

At Rémy Cointreau, our relationships with suppliers are so much more than simply transactional, and instead involve lasting partnerships. As part of this, we use our responsible purchasing policy to engage with suppliers and encourage them to aspire to high social and environmental standards. This policy and the actions Rémy Cointreau has undertaken are described in section 1.3.2 *"Workers in the value chain"*.

As regards the environmental transition, we seek to promote best practice among our suppliers of essential agricultural ingredients by organising training in regenerative agriculture for those who work with us directly.

1.4.3 OBJECTIVES AND METRICS RELATED TO BUSINESS CONDUCT

We have set governance-related objectives based on the risks identified in our double materiality assessment. These objectives were jointly set by the Ethics and Compliance, Group Social and Environmental Responsibility and Public Affairs departments, and have been approved by the CSR Committee.

To assess our progress in implementing our policies for managing business conduct risks, we have set ourselves the following voluntary objectives as part of our roadmap.

INDICATORS

		2024-25		2025-26	
Scope	Indicator	Quantity	Share	Quantity	Share
BUSINESS ETHICS					
Constant reporting scope	Share of employees in risk-exposed roles having completed anti-corruption and anti-bribery training – e-learning (%) - <i>not communicated for this reporting period</i>	N/C	N/C	N/C	N/C
Constant reporting scope	Number of convictions for violation of anti-corruption and anti-bribery laws	0	0	0	0
Constant reporting scope	Amount of fines for violation of anti-corruption and anti-bribery laws	0	0	0	0

TARGETS

		2023-24	2024-25	2025-26	Objectives		
Scope	Indicator	Share	Share	Share	Permanent	2030	2050
RESPONSIBLE LOBBYING							
Constant reporting scope	Integrating key sustainability matters into the responsible lobbying policy				Achieved		
DIGITAL RESPONSIBILITY							
Constant reporting scope	Share of employees having completed GDPR training (e-learning) – (%)		93%	94%	100%		
BUSINESS ETHICS							
Constant reporting scope	Share of employees having completed anti-corruption and anti-bribery training – e-learning (%)		80%	93%	94%	100%	
Constant reporting scope	Share of employees having completed ethics-related training – e-learning (%)			61%	100%		

Definitions and calculation of indicators and targets related to due diligence

We are committed to closely monitoring our progress in terms of due diligence with a view to maintaining the highest standards of ethics and accountability. The metrics provided in the table have been calculated for the reporting year based on data collected by the compliance and legal teams in accordance with the Group's ethics standards. These metrics reflect the training programmes completed, reports made, and any convictions handed down and associated fines, and are defined as follows:

Share of employees having completed GDPR training (e-learning): total share of employees in service at 31 March having completed an e-learning module on the General Data Protection Regulation (GDPR), as a percentage of the total number of Group employees.

Share of employees having completed anti-corruption and anti-bribery training (e-learning): total share of employees in service at 31 March having completed an anti-corruption and anti-bribery e-learning module, as a percentage of the total number of Group employees.

Number of reports: total number of reports made within the Group. The reports are then broken down into categories to better understand the nature of the issues raised.

Number of convictions for violation of anti-corruption and anti-bribery laws: number of convictions against the Group or its

employees for corruption or bribery offences. The compliance department is responsible for monitoring this metric.

Amount of fines for violation of anti-corruption and anti-bribery laws: amount of fines paid by the Group following a violation of anti-corruption and anti-bribery laws. The compliance department is responsible for monitoring this metric.

1.4.4 ACTIONS AND RESOURCES RELATED TO BUSINESS CONDUCT

ACTION TAKEN IN 2025

STRENGTHENING THE GOVERNANCE OF LOBBYING PRACTICES TO ENSURE COMPLIANCE AND ACCOUNTABILITY

Risk	Commercial strategy inconsistent with the Group's sustainability objectives
Policy	Responsible lobbying policy

Lobbying and interest representation activities have been governed within the Rémy Cointreau group since 2023 by a policy applying to all employees who may be involved in interactions that require them to represent the Group's interests. This lobbying policy supplements the rules laid out in our Code of Conduct and seeks to ensure observance of the key principles set out in the laws and regulations relating to anti-corruption and anti-bribery, influence-peddling and breaches of integrity requirements. More generally, this policy clarifies the laws governing interactions between company representatives or employees acting on the Group's behalf and public officials, and sets out the procedures that employees must follow in such interactions. The Public Affairs department is responsible for representing the Group's position and that of its experts consulted prior to any decision being taken. To take Rémy Cointreau's responsible lobbying measures even further, the lobbying policy was updated in 2026 to incorporate the Group's sustainability commitments.

The Group's public affairs activities are also subject to French and European Union transparency requirements, including registration in the EU Transparency Register and the annual declaration of lobbying activities to the HATVP (French high authority for transparency in public life).

As the Group's lobbying and interest representation activities are generally conducted through collective bodies (federations or associations) representing both the Group and other industry stakeholders, the legal department provides dedicated training for the Group's interest representatives on topics such as core principles of competition law. Similarly, the ethics and compliance department develops policies and provides regular training, particularly in anti-corruption and anti-bribery matters.

ACTION TAKEN IN 2025

REINFORCING RESILIENCE AND VIGILANCE IN CYBERSECURITY

Risk	Failure to protect the Group's digital data
Policy	Data protection policy Information system security policy

The Group reinforced its cybersecurity posture in 2025 through technical improvements, greater awareness and consolidated governance. These efforts were set against a backdrop of increasing threats, in particular the use of artificial intelligence by cybercriminals to diversify and automate their attacks.

The priority was to protect the Group's assets and identities. The IT environment was therefore strengthened through continued vulnerability management, the migration of IT equipment to a hardened version of Windows 11, aligned with CIS standards, as well as the hardening of its Active Directory and its identity provider service. The effectiveness of these measures was confirmed by an on-site penetration test, which did not reveal any exploitable security vulnerabilities.

Employee awareness, a cornerstone of Rémy Cointreau's cybersecurity strategy, was also found to be effective. Targeted campaigns focused on real and current threats, such as executive impersonation, WhatsApp-based attacks and deepfakes contributed to improved collective vigilance. This level of maturity was reflected in a click rate of just 3.3% in the most recent phishing simulation. The quality of Rémy Cointreau's approach was also recognised in 2025 when the Bruichladdich Distillery received a cyber resilience award at the 2025 CeeD Industry Awards in Glasgow, in recognition of the local implementation of the Group's policy.

Lastly, from a governance perspective, the team was bolstered by the addition of a full-time equivalent (FTE) position dedicated to cybersecurity operations. This additional resource is strategic, as it enables the rest of the team to focus on the creation and improvement of higher value-added security services, supporting a more proactive approach.

1.5 APPENDICES

DUE DILIGENCE PROCESS

Rémy Cointreau is not subject to the French law on due diligence (No. 2017-399 of 27 March 2017) and hence does not publish a due diligence plan with respect to parent companies and contracting parties.

Nevertheless, the Group does have its own internal due diligence plan, of which core elements are covered in this sustainability statement.

Core elements of due diligence	Paragraph in the sustainability statement
Identifying and assessing adverse impacts	3.7.3.2
Embedding due diligence in governance, strategy and business model	4.1
Engaging with affected stakeholders in all key steps of the due diligence	4.2
Taking actions to address those adverse impacts	IROs under ESRS E1, E3, E4, E5, S1, S2, S4 and G1 – Policies and actions to manage material sustainability matters
Tracking the effectiveness of these efforts and communicating	IROs under ESRS E1, E3, E5, S1, S2, S4 and G1 – Objectives and metrics in relation to material sustainability matters

CSRD DISCLOSURE REQUIREMENTS SATISFIED BY RÉMY COINTREAU IN THE SUSTAINABILITY STATEMENT

APPLICABLE INDICATORS

Topic	Adverse sustainability indicator	Section of the sustainability statement and/or URD	EU legislation		
			SFDR reference	Pillar 3 reference	EU Climate Law reference
Gross Scopes 1, 2, 3 and Total GHG emissions	Transition plan for climate change mitigation (ESRS E1-1)	1.7.1.2			Applicable
	"Paris Agreement" benchmarks (ESRS E1-1)	1.7.1.2		Applicable	
	Gross Scopes 1, 2, 3 and Total GHG emissions (ESRS E1-6)	1.7.1.9	Material	Material	
	GHG intensity of investee companies (ESRS E1-6)	1.7.1.9	Material	Material	
	GHG removals and carbon credits paragraph 56 (ESRS E1-7)	1.7.1.10			Material
	Exposure to companies active in the fossil fuel sector (ESRS 2 SBM-1)	-	n. a.		
	Share of non-renewable energy consumption and production (ESRS E1-5)	1.7.1.8	Material		

Topic	Adverse sustainability indicator	Section of the sustainability statement and/or URD	EU legislation		
			SFDR reference	Pillar 3 reference	EU Climate Law reference
Gross scopes (continued)	Energy consumption intensity per high impact climate sector (ESRS E1-5)	-	Not material		
Biodiversity	Activities negatively affecting biodiversity-sensitive areas (ESRS 2 – IRO 1 – E4)	1.7.3.2	Material		
Water	Emissions to water (ESRS E2-4)	-	Not material		
Waste	Hazardous waste and radioactive waste ratio (ESRS E5-5) Non-recyclable waste	-	Not material		
Social and employee matters	Violations of UN Global Compact principles and Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises (ESRS S1-17, ESRS S2-1, ESRS S3-1, ESRS S4-1)	1.8.1.4 1.8.2.2 1.8.3.2	Material		
	Lack of processes and compliance mechanisms to monitor compliance with UN Global Compact principles and OECD Guidelines for Multinational Enterprises (ESRS S1-1, ESRS S2-1, ESRS S3-1, ESRS S4-1)	1.8.1.2 1.8.2.2 1.8.3.2	Material		
	Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) (ESRS E1-9)	Phase-in		Phase-in	
	Location of significant assets at material physical risk paragraph 66 (c) (ESRS E1-9)				
	Breakdown of the carrying value of real estate assets by energy-efficiency classes paragraph 67 (c) (ESRS E1-9)	Phase-in		Phase-in	
	Unadjusted gender pay gap (ESRS S1-16)	1.8.1.4	Material		
	Board gender diversity (ESRS 2 GOV-1)	3.2.1	Material		
	Exposure to controversial weapons (anti-personnel mines, cluster munitions, chemical weapons and biological weapons) (ESRS 2 SBM-1)	-	n. a.		

Topic	Adverse sustainability indicator	Section of the sustainability statement and/or URD	EU legislation		
			SFDR reference	Pillar 3 reference	EU Climate Law reference
Emissions	Emissions of inorganic pollutants (ESRS E2-4)	-	Not material		
	Emissions of air pollutants (ESRS E2-4)	-	Not material		
	Emissions of ozone-depleting substances (ESRS E2-4)	-	Not material		
	Carbon emission reduction initiatives (ESRS E1-4)	1.7.1.3	Material		
Energy performance	Breakdown of energy consumption by type of non-renewable sources of energy (ESRS E1-5)	1.7.1.3	Material		
Water, waste and other materials	Water usage and recycling (ESRS E3-4)	1.7.2.3	Material		
	Total water consumption in m³ per net revenue on own operations (E3-4)	1.7.2.3	Material		
	Policies related to water and marine resources (ESRS E3-1)	1.7.2.2	Material		
	Exposure to areas of high water stress (ESRS E3-1)	1.7.2.2	Material		
	Investments in companies producing chemicals (ESRS 2 SBM-1)	-	n. a.		
	Land degradation, desertification, soil sealing (ESRS 2 – IRO 1 – E4)	1.7.3.2	Material		
	Investments in companies without sustainable land/agriculture practices (ESRS E4-2)	-	Not material		
	Investments in companies without sustainable oceans/seas practices (ESRS E3-1, ESRS E4-2)	-	Not material		
	Non-recycled waste ratio (ESRS E5-5)	1.7.4.2	Material		
	Natural species and protected areas (ESRS 2 – IRO 1 – E4)	1.7.3.2	Material		
	Deforestation (ESRS E4-2)	1.7.3.2	Material		

Topic	Adverse sustainability indicator	Section of the sustainability statement and/or URD	EU legislation		
			SFDR reference	Pillar 3 reference	EU Climate Law reference
Social and employee matters	Workplace accident prevention policy (ESRS S1-1)	1.8.3.1	Material		
	Rate of accidents (ESRS S1-14)	1.8.1.4	Material		
	Number of days lost to injuries, accidents, fatalities or illness (ESRS S1-14)	<i>Phase-in</i>	<i>Phase-in</i>		
	Lack of a supplier code of conduct (ESRS S2-1)	1.8.2.2	Material		
	Lack of grievance/complaints handling mechanism related to employee matters (ESRS S1-3)	1.9.1.2	Material		
	Insufficient whistleblower protection (ESRS G1-1)	2.4.4	Material		
	Incidents of discrimination (ESRS S1-17)	1.8.1.4	Material		
	Excessive CEO pay ratio (ESRS S1-16)	1.8.1.4	Material		
Human rights	Lack of a human rights policy (ESRS S1-1, ESRS S2-1, ESRS S3-1, ESRS S4-1)	1.8.1.3	Material		
		1.8.2.2			
		1.8.3.2			
	Lack of due diligence (ESRS 2 GOV-4)	1.3.5	Material		
	Lack of processes and measures for preventing trafficking in human beings (ESRS S1-1, ESRS S2-1)	2.4.4	Material		
		1.8.2.2			
	Operations and suppliers at significant risk of incidents of child labour (ESRS 2 SBM3-S1, ESRS 2 SBM3-S2)	2.4.4	Material		
		1.8.2.2			
Number of identified cases of severe human rights issues and incidents	Number of cases of severe human rights issues and incidents connected to investee companies on a weighted average basis (ESRS S1-17, ESRS S2-4, ESRS S3-4, ESRS S4-4)	2.4.4	Material		
		1.8.2.2			

Topic	Adverse sustainability indicator	Section of the sustainability statement and/or URD	EU legislation		
			SFDR reference	Pillar 3 reference	EU Climate Law reference
Anti-corruption and anti-bribery	Lack of anti-corruption and anti-bribery policies (ESRS G1-1)	1.9.1.2	Material		
	Cases of insufficient action taken to address breaches of standards of anti-corruption and anti-bribery (ESRS G1-4)	1.9.1.2	Material		
	Number of convictions and amount of fines for violation of anti-corruption and anti-bribery laws (ESRS G1-4)	1.9.1.4	Material		

NOTE ON THE METHODOLOGY USED TO REPORT DATA

Sustainability information for Rémy Cointreau may be subject to uncertainty inherent in the state of scientific and economic knowledge and the quality of the internal and external data used (e.g. data calculated for the value chain).

The preparation of the sustainability statement was also complicated by an absence of comparative data and reliable benchmarks, particularly at sector level, along with difficulties collecting market data, not least within the value chain.

In some cases, the difficulty in accessing reliable data meant that we had to use estimates. As the quality of available data improves, so too will the accuracy of these estimates.

We have also had to use estimates and judgements for certain elements of our sustainability information, particularly environmental

information. We based these on our own experience and on internationally-recognised sustainability frameworks, as well as on the best available information at the time. These estimates are sensitive to the choice of methodology and to the assumptions used to prepare them.

In this document, the term “materiality” should be interpreted in the context of the Corporate Sustainability Reporting Directive (CSRD), the European Sustainability Reporting Standards (ESRS) contained in Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023, and other guidelines published by the European Commission, the European Financial Reporting Advisory Group (EFRAG) and/or other institutions, regulators and/or standardisation bodies belonging to the European Union or to one of its Member States.

INCORPORATION BY REFERENCE

CROSS-REFERENCE TABLES

	Cross-reference with the sustainability statement and/or the URD
ESRS 2 – General disclosures	
BP-1 – General basis for preparation of the sustainability statement	1.1
BP-2 – Disclosures in relation to specific circumstances	1.1
GOV-1 – The role of the administrative, management and supervisory bodies	1.3.1
GOV-2 – Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	1.3.1
GOV-3 – Integration of sustainability-related performance in incentive schemes	1.3.4
GOV-4 – Statement on due diligence	1.3.5
GOV-5 – Risk management and internal controls over sustainability reporting	1.3.6
SBM-1 – Strategy, business model and value chain	1.5.1
SBM-2 – Interests and views of stakeholders	1.5.2
SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	1.4.2.3
IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	1.4.2
IRO-2 – Disclosure requirements in ESRS covered by the sustainability statement	1.4.3.5
ESRS E1 – Climate change	
E1-1 – Transition plan for climate change mitigation	1.7.1.2
E1-2 – Policies related to climate change mitigation and adaptation	1.7.1.2
E1-3 – Actions and resources in relation to climate change policies	1.7.1.4
E1-4 – Targets related to climate change mitigation and adaptation	1.7.1.3
E1-5 – Energy consumption and mix	1.7.1.8
E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions	1.7.1.9
E1-7 – GHG removals and GHG mitigation projects financed through carbon credits	1.7.1.10
E1-8 – Internal carbon pricing	1.7.1.11
E1-9 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Phase-in

	Cross-reference with the sustainability statement and/or the URD
ESRS E3 – Water and marine resources	
E3-1 – Policies related to water and marine resources	1.7.2.2
E3-2 – Actions and resources related to water and marine resources	1.7.2.4
E3-3 – Targets related to water and marine resources	1.7.2.3
E3-4 – Water consumption	1.7.2.3
E3-5 – Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	Phase-in
ESRS E4 – Biodiversity	
E4-1 – Transition plan and consideration of biodiversity and ecosystems in strategy and business model	1.7.3.2
E4-2 – Policies connected to biodiversity and ecosystems	1.7.3.2
E4-3 – Actions and resources related to biodiversity and ecosystems	1.7.3.4
E4-4 – Objectives related to biodiversity and ecosystems	1.7.3.3
E4-5 – Impact metrics related to biodiversity and ecosystems change	1.7.3.3
E4-6 – Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	Phase-in
ESRS E5 – Circular economy	
E5-1 – Policies related to resource use and circular economy	1.7.4.1
E5-2 – Actions and resources related to resource use and circular economy	1.7.4.3
E5-3 – Targets related to resource use and circular economy	1.7.4.2
E5-4 – Resource inflows	1.7.4.2
E5-5 – Resource outflows	1.7.4.2
E5-6 – Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Phase-in
ESRS S1 – Own workforce	
S1-1 – Policies related to own workforce	1.8.1.3
S1-2 – Processes for engaging with own workforce and workers' representatives about incidents	1.8.1.1
S1-3 – Processes to remediate negative impacts and channels for affected communities to raise concerns	1.8.1.2
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	Cross-reference with the sustainability statement and/or the URD
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S1-8 – Collective bargaining coverage and social dialogue	Not material
S1-9 – Diversity metrics	1.8.1.4
S1-10 – Adequate wages	1.8.1.4
S1-11 – Social protection	Phase-in
S1-12 – Persons with disabilities	Phase-in
S1-13 – Training and skills development metrics	Not material
S1-14 – Health and safety metrics	1.8.1.4
S1-15 – Work-life balance metrics	Phase-in
S1-16 – Remuneration metrics (pay gap and total remuneration)	1.8.1.4
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S2-4 – Taking Action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	1.8.2.4
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G1-5 – Political influence and lobbying activities	1.9.1.3
G1-6 – Payment practices	Not material

1.6 REPORT ON THE CERTIFICATION OF SUSTAINABILITY INFORMATION AND VERIFICATION OF THE DISCLOSURE REQUIREMENTS UNDER ARTICLE 8 OF REGULATION (EU) 2020/852

Year ended 31 March 2026

This is a translation into English of the statutory auditor[s'] report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

To the annual general meeting of Rémy Cointreau,

This report is issued in our capacity as statutory auditor of Rémy Cointreau. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended 31 March 2026 and included in section 1. Sustainability Report of the Universal Registration Document (collectively the 'Sustainability Report').

Our procedures, which relate to this information, have been performed in an evolving context characterized by uncertainties regarding the interpretation of the laws and regulations, and the development of established practices.

Pursuant to Article L. 233-28-4 of the French Commercial Code, Rémy Cointreau is required to include the above-mentioned information in a separate section of the group management report. This information enables an understanding of the impact of the activity of the group on sustainability matters, as well as the way in which these matters influence the development of the business of the group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L. 821-54 paragraph II of the aforementioned Code our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the requirements set out in the sustainability reporting standards adopted by the European Commission pursuant to Article 29 b of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by Rémy Cointreau to determine the information reported, including, where applicable, the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code;
- compliance of the sustainability information included in section 1. Sustainability Report of the Universal Registration Document with the provisions of Article L. 233-28-4 of the French Commercial Code, including ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on "Limited assurance engagement – Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Rémy Cointreau in its Universal Registration Document, we have included an emphasis of matter paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

This engagement does not provide guarantee regarding the viability or the quality of the management of Rémy Cointreau, in particular it does not provide an assessment, of the relevance of the choices made by Rémy Cointreau in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

Furthermore, as forward-looking information is inherently uncertain, actual future outcomes may differ, sometimes significantly, from the forward-looking information presented in its Universal Registration Document.

Our engagement does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

It does not cover the entity's compliance with the legal and regulatory provisions relating to the vigilance plan published pursuant to Article L. 225-102-1 of the French Commercial Code¹.

Sustainability information and the information required under Article 8 of Regulation (EU) No. 2020/852 may be subject to inherent uncertainty arising from the state of scientific knowledge and from the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates applied in preparing it and presented in its Universal Registration Document.

Compliance with the requirements set out in the ESRS of the process implemented by Rémy Cointreau to determine the information reported, including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Rémy Cointreau, including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code, has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that lead to the publication of information disclosed in section 1 Sustainability Report of the Universal Registration Document, and
- the information provided on this process also complies with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Rémy Cointreau with the ESRS.

Compliance of the sustainability information included in the Sustainability Report of the Universal Registration Document with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in paragraph 1.1.1 in the Sustainability Report section, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Rémy Cointreau for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability Report, with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

Elements that received particular attention

Information provided in application of environmental standard ESRS E1

The information disclosed in relation to climate change is presented in Section 1.2.1 of the Sustainability Report.

We set out below the elements that have been the subject of particular attention in relation to our assessment of the compliance of this information with the ESRS E1.

Our work consisted primarily of assessing the appropriateness of the disclosures provided in the environmental section of the sustainability information included in the group management report and its overall consistency with our knowledge of the entity.

Our procedures included, in particular:

- based on interviews conducted with management or relevant personnel, in particular the Operations and Climate team, we assessed whether the description of the policies, actions and targets implemented by the entity covers the following areas: climate change mitigation and climate change adaptation;
- assessing the appropriateness of the information presented in the environmental section of the sustainability information included in the universal registration document and its overall consistency with our knowledge of the group.

With regard to the information published in relation to the greenhouse gas emissions inventory:

- we have reviewed the internal control and risk management procedures implemented by the entity to ensure the compliance of the published information;
- we have assessed the consistency of the scope considered for the assessment of the greenhouse gas emissions inventory with the scope of the consolidated financial statements, the activities under operational control, and the upstream and downstream value chain;
- we have reviewed the protocol for compiling the greenhouse gas emissions inventory used by the entity to prepare the greenhouse gas emissions statement and assessed its application methods, across a selection of emissions categories and sites, covering Scope 1 and Scope 2
- With regard to Scope 3 emissions, we noted the following:
 - the justification for the inclusions and exclusions of the various categories and the transparency of the information provided in this regard,
 - the process of gathering information on which disclosures were based,
- we assessed the appropriateness of the emission factors used and the calculation of the related conversions, as well as the assumptions underlying the calculations and extrapolations, taking into account the uncertainty inherent in the current state of scientific or economic knowledge and the quality of the external data used;
- through inquiries with management we obtained an understanding of the main changes in entity's activities during the financial year that could have an impact on the greenhouse gas emissions assessment;
- we performed analytical procedures as appropriate
- with regard to the estimates that we considered to be critical, used by the entity to prepare its greenhouse gas emissions assessment:
 - Through discussions with management, we assessed the methodology used to calculate the estimated data and the sources of information on which these estimates are based;
 - We assessed whether the methods were applied consistently or whether there had been any changes since the previous period, and whether such changes were appropriate;
- We checked the arithmetic accuracy of the calculations used to compile this information.

With regard to the information published in relation to transition plan, our work mainly consisted of:

- We assessed whether the information published under the transition plan complies with the requirements of ESRS E1 and appropriately describes the key assumptions underpinning the plan, it being understood that we are not required to express an opinion on the appropriateness or level of ambition of the objectives of this transition plan.
- We spoke with the individuals responsible for developing and monitoring the transition plan to assess whether this transition plan reflects the commitments made by the entity

Information provided in accordance with the ESRS S1 social standard

The information published regarding the company's workforce (ESRS S1) is set out in section 1.3.1 of the Sustainability Report.

Our key procedures in relation to this information consisted of:

- based on interviews conducted with the individuals we deemed appropriate:
 - reviewing the process for collecting and compiling qualitative and quantitative information for the purpose of publishing material information in the Sustainability Report;
 - examining the available underlying documentation;
 - carrying out procedures to verify the correct consolidation of this data;
 - assessing whether the description of the policies, actions and targets implemented by the entity covers the following areas: employee characteristics, working conditions and well-being, diversity, equity, gender equality, and health and safety;
- assess the appropriateness of the information presented in paragraph 1.3.1 of the sustainability information included in the Sustainability Statement and its overall consistency with our knowledge of the entity.

We have also:

- reviewed the internal control and risk management procedures implemented by the entity to ensure the compliance of the published information, it being noted that we have not reviewed the operational effectiveness of these controls;
- examined the geographical/legal scope within which the information was prepared;
- assessed whether the methods and assumptions used by the entity to determine the published information are appropriate in accordance with ESRS S1;
- defined and implemented analytical procedures appropriate to the information examined in relation to changes in the business;
- examined, on a sample basis, the supporting documents against the corresponding information;
- We verified the arithmetic accuracy of the calculations used to prepare this information, where applicable, after applying rounding rules.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852**Nature of procedures carried out**

Our procedures consisted in verifying the process implemented by Rémy Cointreau to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

It also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Elements that received particular attention**Concerning the eligibility of activities**

Information on eligible activities is set out in section 1.2.5 of the universal registration document.

Through interviews and by reviewing the relevant documentation, we assessed the compliance of the entity's analysis regarding the eligibility of all its activities in light of the criteria set out in the annexes to the delegated acts supplementing Regulation (EU) 2020/852 of the European Parliament and of the Council.

Concerning the alignment of eligible activities

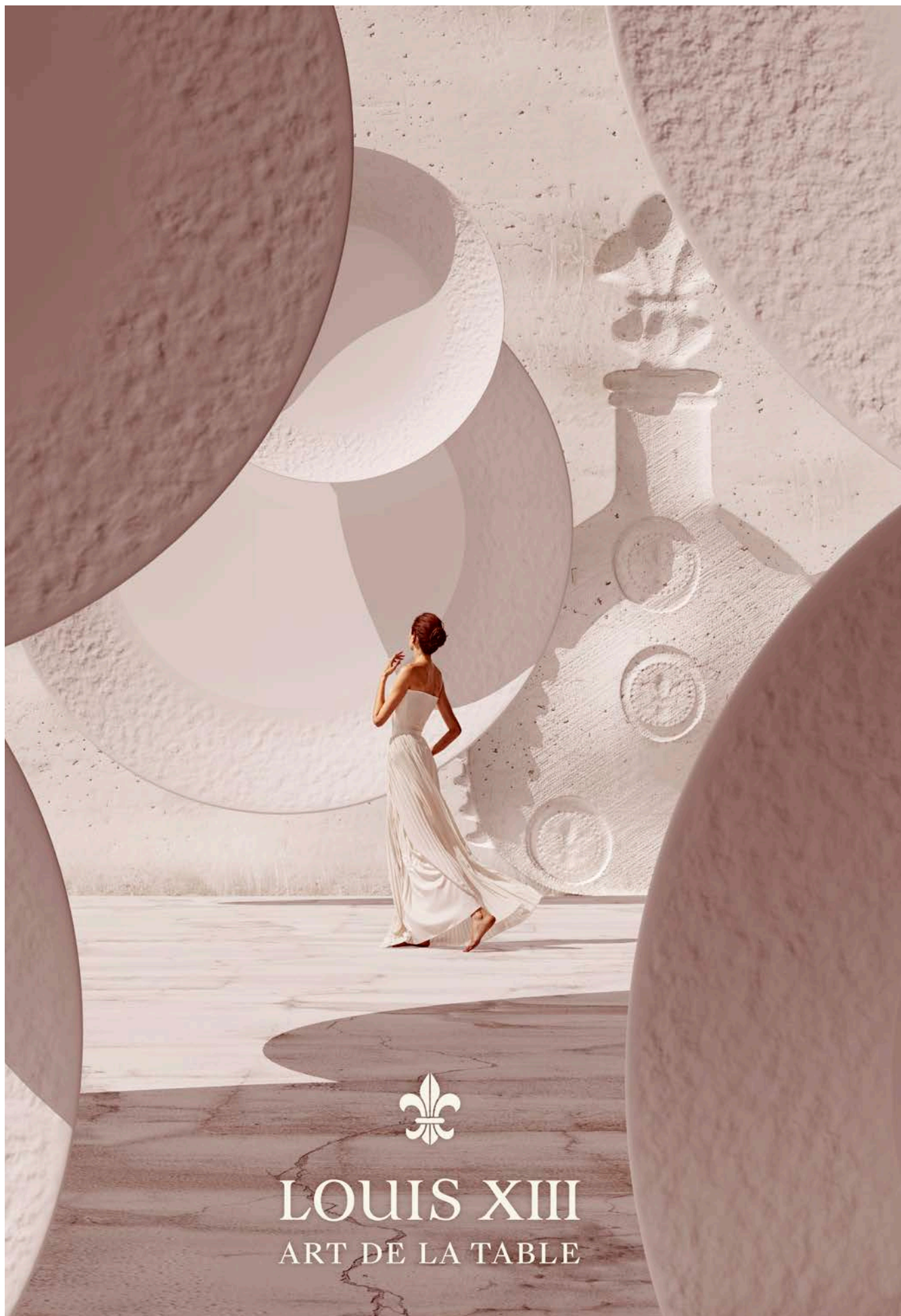
Information concerning the alignment of activities is set out in section 1.2.5 of the universal registration document.

As part of our verifications, we have in particular:

- reviewed, on a sample basis, the documentary sources used, including external sources where applicable, and conducted interviews with the relevant individuals;
- analysed, on a sample basis, the factors on which management based its judgement when assessing whether the eligible economic activities met the cumulative conditions set out in the Taxonomy Framework required to be classified as aligned, in particular the principle of 'do no significant harm' to any of the other environmental objectives;
- assessed the analysis carried out regarding compliance with the minimum safeguards, primarily in light of the information gathered during the review of the entity and its environment.

Paris, 24 June 2026

The statutory auditor
Aca Nexia
Sandrine Gimat
Partner



LOUIS XIII
ART DE LA TABLE

2

GROUP RISKS

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2.1 INTERNAL CONTROL AND RISK MANAGEMENT

GENERAL PRINCIPLES OF INTERNAL CONTROL

Definition and objectives of internal control

Internal control consists of a set of measures, resources, behaviours, procedures, controls and actions implemented by senior management to enable the Group to better control its activities, improve the efficiency of its operations and optimise the use of its resources, as well as ensure the proper functioning of the risk management system.

In particular, it aims to ensure:

- the proper implementation of the objectives set by senior management;
- the proper functioning of internal processes;
- compliance with laws and regulations, and with directives issued by the Group's governing bodies;
- the reliability of financial information;
- the safeguarding of assets.

Like any control system, it has its limitations and cannot provide an absolute guarantee that the objectives set by the Group will be achieved. The likelihood of achieving these objectives relies not only on the will of the Group, but can be influenced by many other factors, including the uncertainty of the outside world, the exercise of powers of judgement or malfunctions that may occur due to technical or human failure.

Components of the internal control system

The effectiveness of the internal control system is closely linked to the proper implementation of the following components:

A structured control environment

To promote the exchange of best practices and cross-functional control of its operations, the Group has chosen a matrix-type organisation. The functional departments provide their expertise to the operational departments, taking into account the specific local features of the latter. The Group's control environment is based on

procedures, organisational charts showing reporting lines and legal entity structures, and delegations of authority, which are regularly updated.

Controlled risk management

The Group has set up a risk management system to identify, analyse and address the major risks identified in relation to its objectives. This system is described in the section below headed "General principles of risk management".

Defined control procedures

Each function and/or activity within the Group has its own reference framework, made up of codes, standards, procedures and rules of best practice for a particular process or control. This framework may be global, regional, local or cross-functional in scope.

Internal distribution system for relevant information

The distribution system, which is essential to the proper functioning of the internal control system, plays a vital role in achieving internal control objectives by ensuring that relevant and reliable information is identified, collected and communicated to the right people in a timely manner.

Permanent monitoring

Internal control is implemented by operational and functional departments under the guidance of senior management.

As a major participant in the supervision of the internal control system, the Internal Audit department, in addition to its audit tasks, runs an internal control self-assessment exercise every two years via a questionnaire that is sent to all of the Group's business units, both commercial and industrial. This questionnaire covers all of the functions within the Group and its results are reported to the relevant management bodies along with the recommended action plans.

GENERAL PRINCIPLES OF RISK MANAGEMENT

Risk management is an integral part of the responsibilities of the management teams at the Group level, as well as at the business unit and legal entity levels. Some risks inherent to the Group's activities are described in section 2.2 "Risk factors", as well as the policies aimed at preventing and dealing with them.

Definition and objectives of risk management

Risk represents the possible occurrence of an event with a potential impact on people, assets, the environment and the objectives of the Company or its reputation. The definition used in this registration

document goes beyond the financial aspects, and covers the reputation of the brands and the sustainability of the Company. It is therefore important that all staff and, in particular, management teams are aware of how to manage risk in order to:

- safeguard decision-making and operational processes to ensure that objectives are achieved;
- create and preserve the value, assets and reputation of the Group;
- promote a shared vision among Group employees of the main risks weighing on their activities;
- ensure that actions are consistent with the Group's values.

Risk management organisation

The key players are the members of the Group Executive Committee, the management committees of the business units and the key market managers. They are responsible for identifying the principal risks in their field or geographic area and the extent of those risks given their frequency and the scale of the potential impact. They are also responsible for action plans to secure operations.

The information collected is summarised for distribution to all stakeholders. This system can be supplemented by feedback, allowing it to be strengthened in virtually real time.

The risk management process

The risk management process comprises four distinct stages:

- identification of key risks across all business lines. These risks are classified by predefined category and by location to allow for the analysis of either a particular category or a given country;
- analysis of each risk, leading to an assessment of its importance, allowing risks to be prioritised and ensuring a focus on those risks identified as major;

- implementation of action plans with the aim of eliminating risks, reducing them to a predetermined acceptable level, transferring them by taking out an insurance policy, or accepting them;
- monitoring of the process over time by those responsible, who must provide information on its development, particularly during internal audit reviews.

The risk management process has helped promote a culture of risk prevention and the sharing of best practices within the Group in terms of both action plans and methodology. To support this risk management process, a Group risk map is drawn up and regularly updated. It helps to identify and manage major risks, feeds into the annual internal audit programmes and ensures that risks are adequately covered by the insurance policies in place.

Permanent monitoring of risk management

Risks considered significant are subject to ad hoc reviews as part of the audit programmes. The various stakeholders are required to confirm that the agreed action plans have been implemented, reassess their level of tolerance once these actions have been carried out, and report any new risks that emerge.

COORDINATION OF INTERNAL CONTROL AND RISK MANAGEMENT

Coordination of the internal control and risk management systems is essential for effective control of the Group's activities and sound and

efficient governance. The internal control system includes risk management processes to identify the main controls to be managed.

PERSONS INVOLVED IN INTERNAL CONTROL AND RISK MANAGEMENT

The respective roles of the principal players involved in managing internal control are as follows:

Board of Directors

The Board of Directors familiarises itself with the key features of the internal control and risk management process adopted. It also oversees the implementation of the process by senior management and the monitoring of the major risks identified. As such, the Board of Directors is kept informed of the development of the main risks facing the Group and the action plans carried out. In terms of the accounting and financial reporting process, the Board of Directors ensures that the management and control process in place is sufficient to ensure that the accounting and financial information is reliable.

Senior management

Senior management formulates the general principles of the internal control and risk management process, defines the roles and responsibilities of the main stakeholders, coordinates their implementation and ensures that they are effectively applied.

Audit Committee

The Audit Committee ensures that internal control procedures are in place and are applied to both accounting and financial matters and to the operational aspects of the Group.

It is kept informed of the results of internal audit assignments and reviews the annual audit schedule and the organisation of the Internal Audit department.

It keeps abreast of the major risks identified, their analysis and development over time.

Internal Audit

The Internal Audit department falls under the authority of the Chief Executive Officer and the Chairwoman of the Board of Directors, as well as the Audit Committee, to which it reports periodically. The Internal Audit department works across all of the Group's activities, in both distribution and production entities.

The audit plan follows a risk-based approach, taking into account the risk map, the results of the internal control questionnaire and the Group's various internal indicators. Once it has been drawn up, it is submitted to the Audit Committee and senior management for approval. The audit plan may also be adjusted at the request of senior management.

The conclusions of audit assignments are reported to the management of the entity concerned in an audit report and then presented to senior management.

In addition to these audit tasks, Internal Audit is also responsible for:

- updating the risk map and monitoring risks;
- the internal control self-assessment exercise by Group entities, which gives it an overview of the Group's risks.

Several times a year, the Director of Internal Audit reports to the Audit Committee on the results of the Internal Audit department's work, a summary of the audit assignments carried out, the annual audit plan and the provisional audit plan for the next three years.

The operation of the Internal Audit function is formalised in an internal audit charter. The charter was updated during the 2025-26 financial year.

Group Finance department

The main task of the Group Finance department is to assist and monitor the operational departments in their financing activities. It establishes the rules for consolidation and management and defines and promotes tools, procedures and best practice in areas such as management, accounting and consolidation, funding and treasury, taxation, financial communication and IT systems.

Operations and Group Social & Environmental Responsibility department

The Operations and Group Social & Environmental Responsibility department encompasses functions such as logistics, purchasing, quality, industrial organisation and CSR (since 2024). It establishes a set of standards and methods for achieving a high level of production quality, as well as safety and respect for the environment. It also helps the subsidiaries to implement their logistics and industrial strategy and to integrate the necessary environmental considerations into those strategies.

Legal department

The Legal department assists Group companies in legal matters and in litigation management. It coordinates the introduction of contractual clauses into the various distribution agreements and the legal protection of the Group's brands, intellectual property and other assets.

THE INTERNAL CONTROL SYSTEM AS IT RELATES TO THE PREPARATION OF ACCOUNTING AND FINANCIAL INFORMATION

The approach adopted by the Group is part of a process of continuous improvement of the established internal control system.

The internal control procedures in relation to preparing and processing financial and accounting information apply to the parent company and all of the subsidiaries included in the consolidated financial statements. The procedures are designed to ensure:

- compliance with laws and regulations and the correct application of instructions and guidelines set by the Group's senior management in the preparation of accounting and financial information;
- the reliability of information used in the preparation of financial and accounting information, as well as published information;
- the preservation of assets.

Accounting and financial organisation guidance procedure

Organisation

The process of preparing financial and accounting information is carried out by the Group Finance department. It supervises the Accounting, Finance and Taxation department, the Management Control department, the Funding and Treasury department, the Information Systems department and Financial Communications. Each of these departments coordinates internal control in its own area. The system is further enhanced by the presence of financial controllers within each business unit.

Financial and accounting procedures

At every reporting date, instructions outlining the key dates in the calendar, and any matters requiring particular attention, are provided to the various Group entities to enable them to prepare in advance so as to ensure that the required information is communicated on time and that the proper checks are carried out in advance of the preparation of financial and accounting information.

In addition, the Group carries out monthly closings. Those before the interim or full-year closing serve as pre-closing reports used to identify and anticipate the different treatment options for specific and non-recurring transactions. They are disclosed to the Statutory Auditors for validation at pre-closing meetings.

Organisation and security of information systems

The Information Systems department has set up procedures to ensure the continuity of accounting data processing.

Automatic control systems have been established, such as validation thresholds, automated reconciliation and limited access to critical transactions.

The Statutory Auditors

As part of the interim and annual closing of the financial statements, the Statutory Auditors carry out various assignments, including:

- preliminary reviews, which may focus on the internal control of processes involved in the preparation of accounting and financial information;
- a half-yearly limited review of all accounting and financial data prepared by Group companies;
- a half-yearly limited review of the consolidated financial statements prepared by the Group Finance department;
- an annual audit of all accounting and financial data prepared by Group companies;
- an annual audit of the consolidated financial statements prepared by the Group Finance department.

This allows the Statutory Auditors to certify that the consolidated and company financial statements give a true and fair view in accordance with the applicable accounting framework. The summary of their work is presented to the Group Finance department, and to the Audit Committee.

Processes contributing to the preparation of accounting and financial information

Operating processes for preparing the financial statements

All processes upstream of accounting production are governed by specific procedures and by validation, authorisation and recognition rules. As such, procurement is carried out within a secured framework, with a list of pre-selected suppliers and previously negotiated terms and conditions. Purchase orders are required for all purchases exceeding a given threshold, and investment projects approved by

the Executive Committee must be duly documented, justified and endorsed before they are implemented.

Closing process and preparation of the consolidated financial statements

The process of closing the financial statements is subject to specific instructions, which provide schedules, exchange rates to be used, consolidation scopes and specific matters to be monitored. These instructions are systematically sent to all Group companies.

Procedures for validating the various stages of the consolidation process have also been established. Their main objective is to validate the following:

- correct application of accounting standards and principles;
- relevance of restatements of certain corporate data;
- identification, reconciliation and elimination of intersegment transactions;
- correct calculation of deferred taxation;
- correct analysis and explanation of movements in shareholders' equity, both at parent company and consolidated levels;
- consistency between management and accounting information.

Financial reporting process

A schedule is drawn up summarising all of the Group's accounting and financial reporting obligations. It specifies the nature of the information and the name of the person in charge of its drafting or preparation. Once the information is available, it undergoes a review procedure to validate the accuracy of both accounting and non-accounting information. Checks are carried out, with the assistance of the Legal department, to ensure that the information complies with prevailing laws and regulations in respect of the nature of the information and the mandatory deadlines, and with the principle of equality of information to shareholders.

2.2 RISK FACTORS

The main risks to which the Rémy Cointreau Group is exposed, and which could have a material effect on its business, results, financial position or outlook if they were to materialise, are presented below.

During the 2024-25 financial year, a new risk assessment was carried out, presented and approved by the Audit Committee. The assessment looks at the potential impact and likelihood of these risks and their capacity to affect the implementation of the 2030 strategic plan.

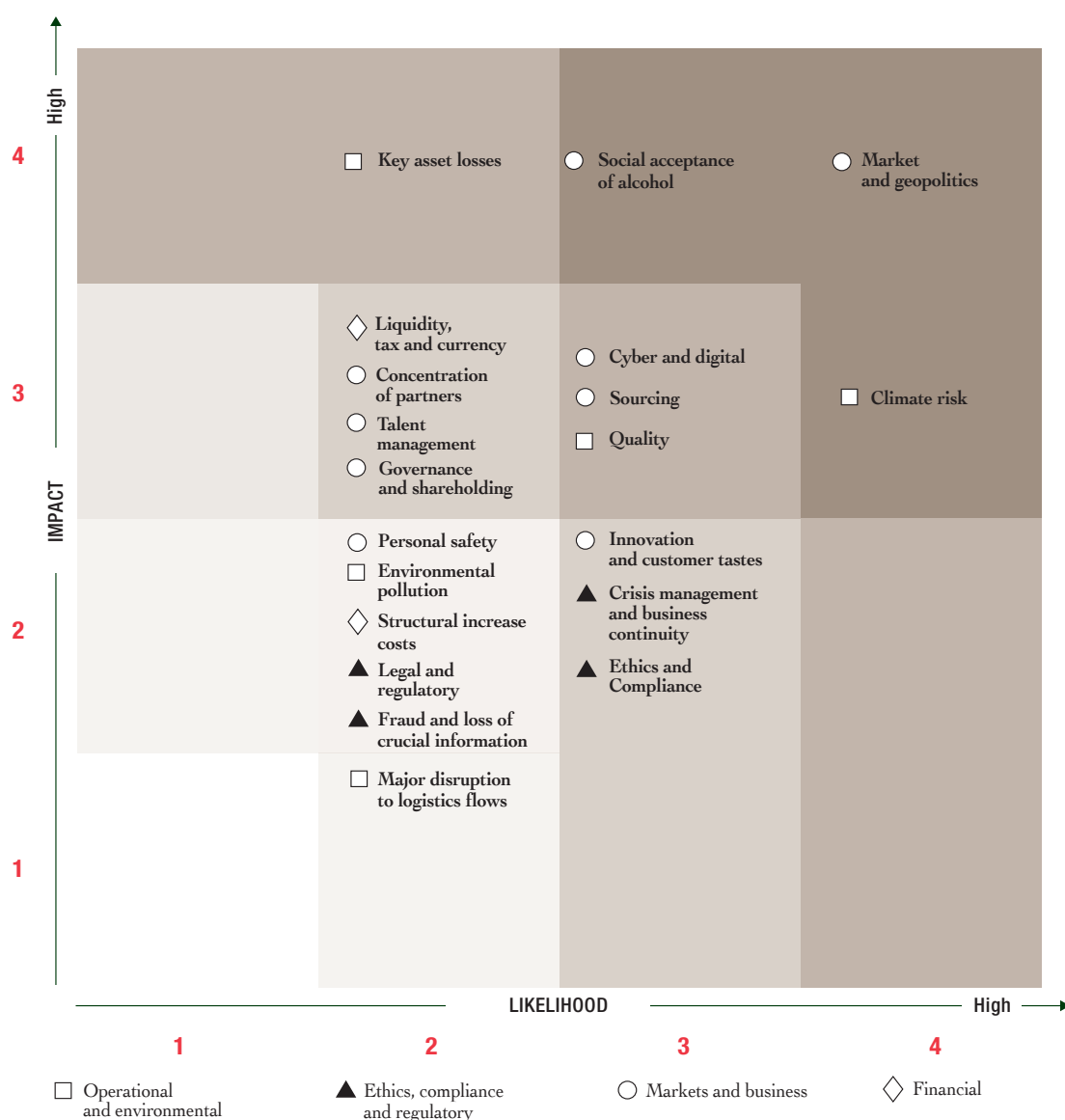
A system for anticipating and managing these risks has been set up and is periodically updated to take into account any regulatory, legislative, economic, societal, geopolitical and competitive changes.

The risk map below ranks the various risks according to their potential impact and likelihood, and represents the Group's exposure, after considering the risk-control measures implemented.

The identified risks are divided into four main categories: market and business risks, operational and environmental risks, ethics, compliance and regulatory risks and financial risks.

This mapping exercise is a key element of the risk control and assessment system, and is regularly monitored.

This chapter includes a detailed description of these risks, their potential impact on the Group and the measures implemented to manage them.



Risks with a score of less than 3 are considered immaterial according to the double materiality assessment.

MARKET AND BUSINESS RISKS	2.2.1.1	Sourcing management
	2.2.1.2	Markets and geopolitics
	2.2.1.3	Social acceptance of alcohol
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OPERATIONAL AND ENVIRONMENTAL RISKS	2.2.2.1	Climate
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2.2.1 MARKET AND BUSINESS RISKS

2.2.1.1 Sourcing management

RISK DESCRIPTION

Rémy Cointreau relies on a highly integrated production model that is fully aligned with its strategy of developing exceptional products. The Group emphasises the intrinsic link between its products and the environments, traditions and cultures associated with them and which shape the way they are produced ("les terroirs"). This unique approach guarantees the quality and authenticity of Rémy Cointreau's products, while also helping to preserve local expertise.

Given the importance of the terroirs in the production of spirits, any disruption in the quantity or quality of supplies could have a major impact on production continuity and, therefore, on the Group's business. Therefore, the security of supply is fundamental to ensuring that Rémy Cointreau can continue to grow within the framework of its 2030 strategic plan. Having a secure and reliable supply chain also allows Rémy Cointreau to ensure that its partners share the same values and principles of respect for human rights, employee rights and the environment. Working with partners who do not adhere to Rémy Cointreau's commitments would undermine customer trust and compromise the Group's commitments.

RISK MANAGEMENT

Rémy Cointreau products are intrinsically linked to their terroirs, leading the Group to build long-term partnerships with producers from these terroirs.

Operationally, supplier risk is managed by the Purchasing department, jointly with the Product Development teams. Rémy Cointreau is improving the security of its supplies, implementing a diversification policy to limit its dependency on suppliers, and building up strategic inventories if necessary.

The Group enters into special partnerships with its key suppliers based on ethics, trust, long-term commitment, and shared values. In the interests of supporting all of its partners in the long term, Rémy Cointreau ensures that they share and respect its social, environmental, and ethical ambitions and commitments.

Rémy Cointreau's Purchasing department makes sure supplier operations are in compliance with the Group's expectations. Regular reviews are carried out to assure the effectiveness of actions.

These actions are further detailed in section 1.4.2.1 "Duty of care and responsible purchasing".

2.2.1.2 Markets and geopolitics

RISK DESCRIPTION

Due to its international presence, Rémy Cointreau is not immune to the effects of geopolitical upheavals. The Group may be affected by market fluctuations, protectionist pressures, armed conflicts, trade wars and potential terrorist acts. Such geopolitical events could have significant repercussions on its activities, including:

- restrictions on access to certain markets for the Group's brands, which could limit the distribution of products and the ability of Rémy Cointreau to generate revenue in the affected countries;
- a significant increase in customs duties, which would make the Group less competitive in certain markets, mainly in the United States and China;
- excessively restrictive and complex barriers to entry, which could make it difficult for Rémy Cointreau to set up operations and could slow down its expansion;
- a fall in consumption due to a loss of customers or a loss of income among consumers, who could reduce their spending on luxury products.

RISK MANAGEMENT

As part of its risk management policy, Rémy Cointreau has implemented a diversification policy at several levels. The Group is making efforts to balance its business activities more evenly across its various markets (the Americas, Europe, Africa and the Middle East, China, and Asia excluding China). Rémy Cointreau is also working to diversify its spirits line by adding "limited editions" to its range and highlighting the upscale quality of its products.

The Group is also investing in building its brands in new countries with high potential and targeting larger audiences in existing markets that have not yet been fully optimised. Finally, Rémy Cointreau is developing new distribution channels, such as brand boutiques, e-commerce and direct sales.

2.2.1.3 Social acceptance of alcohol

RISK DESCRIPTION

Damage to the health of its employees and customers due to excessive consumption of its products or of alcohol in general is a top concern for Rémy Cointreau. As a Group that takes its social responsibilities seriously, the Group is strongly focused on public health. The quality of its products and the promotion of responsible drinking are core pillars of its strategy.

RISK MANAGEMENT

Rémy Cointreau actively partners with major players in the spirits industry and professional organisations to support collective initiatives aimed at promoting responsible consumption of alcoholic beverages in its main markets. This approach is naturally aligned with the upmarket strategy of the Group's Houses, which focuses on more moderate and higher quality consumption to help reduce the risks associated with excessive drinking. In 2025 in France, Rémy Cointreau contributed to the pilot campaign "Prenez le temps de souffler" (Take a breather) developed by the Prévention & Modération association, and installed a connected breathalyser terminal at the Cointreau site in Angers on a pilot basis.

Internally, Rémy Cointreau continues to raise employee awareness of the issues around responsible drinking. All new employees must complete online training on the R.E.S.P.E.C.T ritual developed in-house to instil responsible drinking habits, and special events about the R.E.S.P.E.C.T programme are held at the Company's sites and in its various markets.

These actions are further detailed in the section on responsible consumption in section 1.4.3.1 ("Promotion of ethical and responsible consumption" (SDG 3).

2.2.1.4 Innovation and changing customer tastes

RISK DESCRIPTION

The spirits industry is constantly changing to meet customer expectations. Numerous factors may influence these changes, including:

- the economic environment: In crisis periods, consumers may change their spending habits and switch to other products;
- demographic and societal trends: Population trends, the emergence of new generations and lifestyle changes all influence consumer tastes and expectations;
- Public health policies and initiatives: Alcohol regulations, awareness campaigns and growing concerns about health may influence the way spirits are consumed;
- alcohol regulations: Changes in laws and regulations on the production, sale and consumption of alcohol may have a material impact on Rémy Cointreau's business;
- changes in consumer habits and in social and recreational activities: The way in which people consume spirits, drinking occasions and social events evolve over time.

Faced with these changes, Rémy Cointreau must show agility and innovation in order to remain relevant and meet customers' new expectations.

RISK MANAGEMENT

Rémy Cointreau's most recent acquisitions have enabled the Group to strengthen and diversify its product portfolio. Each House that is acquired brings its own unique savoir-faire and identity, rooted in exceptional terroirs. As well as expanding the range of products and services on offer, these acquisitions help to broaden the Group's expertise and establish it as a leader in specific market segments.

Alongside these acquisitions, the Group's Houses are continuing to develop by focusing on innovation. They are working hard to create new product lines and to push back the boundaries of creativity in order to meet changing consumer expectations. This innovative approach mainly involves:

- developing exclusive, original products that stand out in the market due to their quality;
- exploring new consumer trends and adapting products and marketing strategies to consumer tastes and preferences;
- experimenting with new methods of ageing spirits to offer unique experiences for consumers.

In order to anticipate future trends and identify new growth opportunities, Rémy Cointreau has introduced proactive strategic monitoring. This allows it to keep close track of changes in markets and consumer behaviour and identify new consumption trends.

Thanks to its strategy of targeted acquisitions, commitment to innovation and strategic monitoring, Rémy Cointreau has established itself as a major player in the high-end spirits industry. This enables it to meet changing consumer expectations and to seize opportunities in an ever-evolving market.

2.2.1.5 Cyber and digital

RISK DESCRIPTION

In a hyperconnected world, businesses and organisations rely heavily on information technologies and data. As beneficial as these resources may be in growing these entities, they also create strong dependencies and therefore make them vulnerable.

Malicious actors are prevalent and include groups of cybercriminals, state-sponsored attackers, organised crime gangs and hacktivists, with goals ranging from espionage to activism and sabotage to financial gain. They are constantly refining their tools using artificial intelligence, which makes them formidably effective.

All companies, whatever their size or sector, are now potential targets of cyberattacks. Cybercriminals can inflict heavy financial losses on their victims, damage their reputations and cause lasting disruption to their businesses.

In an uncertain economic and geopolitical environment, cyber risk has become a major challenge, ranking sixth among global risks over the short term (two years) according to the World Economic Forum Global Risks Report 2026 – behind geoeconomic confrontation, disinformation, societal polarisation, extreme weather events and state-based armed conflict.

Furthermore, Rémy Cointreau Group's business processes rely on intensive use of information systems, making them vulnerable to the risk of failure of the information systems used, such as in the event of a ransomware attack. Any total or partial unavailability of those systems may cause sudden, severe and lasting disruption to the processes concerned, and therefore to Rémy Cointreau's business.

RISK MANAGEMENT

At Rémy Cointreau, cybersecurity is a strategic business priority. A dedicated team, led by the CISO (Chief Information Security Officer) within the Information Systems department, receives strong support from senior management.

Guided by the NIST cybersecurity framework (Govern, Identify, Protect, Detect, Respond, Recover), and paying particular attention to reducing the attack surface by maintaining strict cyber hygiene, the CISO defines and implements the Group's cybersecurity strategy to ensure that cyber risks are identified and managed.

Organisational structures, processes and tools are constantly evolving to adapt to cyber threats. For example:

- employee awareness is raised through communications focusing on threats such as phishing, CEO fraud and attempted identity theft or bank fraud. Phishing tests are carried out on a regular basis;
- a robust vulnerability management process is in place, with a particular focus on critical assets and vulnerabilities;
- privileged accounts are reviewed and monitored;
- logical penetration tests and audits are carried out to verify the effectiveness of cybersecurity measures;
- a 24-hour, seven-day detection and response unit handles alerts in real time and takes appropriate measures to contain and remedy incidents;
- measures are taken to control risks related to the use of generative AI;
- a cyber crisis management plan has been developed and will be tested in dedicated exercises.

Lastly, permanent monitoring and regular discussions with other peers ensure that an appropriate level of vigilance is maintained within Rémy Cointreau.

2.2.1.6 Talent management

RISK DESCRIPTION

The reputation and strategy of Rémy Cointreau are built on the know-how of its talents, experts, cellar masters and the skills of its teams. Attracting, developing, and retaining top talent while allowing certain rare or in-demand skills to be passed on is an ongoing challenge.

Any loss of talent or know-how, or an inability to attract or find new talent, would have implications for the sustainability of business or of certain kinds of knowledge and expertise. This could also have an impact on the well-being of our teams (loss of motivation, weaker investment in projects) and therefore on the ability of the Rémy Cointreau Group to execute its business strategy and achieve its goals. Failure by Rémy Cointreau to attract and maintain qualified personnel with competitive wages and other benefits could adversely affect Rémy Cointreau's future growth and financial results.

Employees who decide to join Rémy Cointreau cite its unique culture and strong values as key motivating factors.

In a challenging industry environment, maintaining the ability to attract talent has become critical. A lack of clarity about new roles, increased workloads or a changing corporate

RISK MANAGEMENT

Rémy Cointreau's Human Resources department has introduced a number of measures:

- an employee training plan includes various modules that relate to the Group's brands and functions, or are designed to support personal and professional development;
- internal and international mobility is promoted, giving employees the option of developing abroad or in another role;
- as part of its well-being at work policy, teleworking (both regular and occasional) has been set up;
- as a family-owned Group, Rémy Cointreau wants to retain its employees and involve them in the Company over the long term. As such it has established various benefits: incentives, profit-sharing and supplementary pension schemes, etc.

In addition, the Talent department, which reports to the Group Chief Executive Officer, is tasked with the following responsibilities to help prevent this risk:

- attracting new talent and ensuring that they are a suitable fit for the Group by communicating the Group's unique and enduring identity, despite the challenging environment ;

RISK DESCRIPTION

culture could prompt more internal talent to question their position or leave, while making external talent less inclined to join a Group going through a turbulent cycle.

Mass departures or mishandled internal or external communication about restructuring or financial difficulties could tarnish Rémy Cointreau's image as an employer. This would make it even more difficult to attract new talent and retain existing talent.

If Rémy Cointreau is perceived as experiencing difficulties or a period of instability, certain companies or groups could use this as an opportunity to poach key talent, particularly those with rare skills or specific expertise.

RISK MANAGEMENT

- identifying and developing existing talent within the Group, prioritising internal mobility;
- organising tailor-made events that effectively address the challenges of non-financial retention and are directly aligned with the Group's values;
- coordinating and overseeing the succession planning process so that the coverage of key posts is managed dynamically and proactively;
- stepping up individual support for talent in every region to prevent and minimise unwanted departures.

2.2.1.7 Personal safety

RISK DESCRIPTION

The health and safety of its employees and customers are an absolute priority for Rémy Cointreau, which does everything possible to protect them. There are certain factors identified by the Rémy Cointreau Group that may jeopardise the safety of its employees and customers, which include:

- the risks related to personal behaviour;
- occupational illness or psychosocial risks;
- the risk of accidents during business travel;
- the risks associated with using certain machines;
- the risks associated with excessive alcohol consumption;
- the risks associated with a new pandemic.

Any harm to the health and safety of its employees and customers would have major consequences for the Group, whether:

- reputational impact, related to the fallout from an accident;
- the legal impact of litigation, which could have significant financial consequences;
- loss of employee motivation.

RISK MANAGEMENT

Rémy Cointreau has always been committed to procedures aimed at continuously improving the safety of its employees and reducing the number of workplace accidents.

First, regular training sessions are held on prevention, risk management and a review of procedures. In addition, regular improvement actions are carried out to enhance working conditions and ergonomics, and to reduce technical risks. Finally, the Group's production sites undergo independent audits resulting in action plans that are reviewed each year. Our insurers are closely involved in these measures in order to assess their effectiveness.

In addition, Rémy Cointreau has taken out a contract with an international travel safety expert to ensure its employees' safety during business travel.

The Group's employees are also routinely educated on the importance of responsible drinking, through specific training programmes and the implementation and circulation of strict rules for those in contact with points of sale.

2.2.1.8 Governance and shareholding

RISK DESCRIPTION

A family-controlled Group, Rémy Cointreau's strategy is based on a vision of long-term development, as reflected in its values of Terroirs, People and Time, which could be impacted in the event of changes in the controlling shareholder.

RISK MANAGEMENT

A stable and committed shareholder base over the long term is a strategic advantage for a portfolio of hundred-year-old brands with a long ageing process. The Hériard Dubreuil family, Rémy Cointreau's historic controlling shareholder, has consistently shown its long-term commitment and dedication to the Group, whose strategic vision is to become the global leader in exceptional spirits.

This continuity in ownership is reflected in the generational transition of Hériard Dubreuil family members underway within the Board of Directors since July 2022.

Rémy Cointreau's strategy is based on a vision of long-term development, as reflected in its values of Terroirs, People and Time, which could be impacted in the event of changes in the controlling family shareholder.

In a company with a reference shareholder, the independence of the Board of Directors is guaranteed by the presence of seven independent Board members out of 12 (i.e. 58%, higher than the one-third recommended by the AFEP-MEDEF Code).

Rémy Cointreau also follows and applies the principles and recommendations of the AFEP-MEDEF Code.

2.2.1.9 Dependence due to the concentration of the Group's partners

RISK DESCRIPTION

The spirits industry is highly competitive and fragmented. However, there is a trend towards concentration of players in both distribution and production activities. This trend may have a significant impact on Rémy Cointreau and create harmful situations:

- marginalisation of the Group: If its main competitors merge, Rémy Cointreau could be marginalised, not least because of a lack of sufficient critical size to negotiate effectively with key partners.
- greater negotiating power among distributors: Concentration in the distribution sector may also have negative effects related to increased negotiating power among distributors. This could lead to the temporary or permanent delisting of Rémy Cointreau's products from its partners, and affect the Group's prices and commercial terms;
- pressure on prices and margins: Concentration of players may also lead to increased pressure on Rémy Cointreau's prices and margins. Faced with more powerful competitors, the Group may be forced to lower its prices or accept less favourable commercial terms to maintain access to the markets.

RISK MANAGEMENT

To protect itself from these risks, the Rémy Cointreau Group is continuing to develop its upmarket strategy. This gives it a unique position within the spirits sector and a presence among leading retailers. In addition, the launch of special projects in partnership with celebrated mixologists strengthens the links with big-name establishments and the attractiveness of the Group's brands.

The Group is careful never to be legally dependent on third parties in a way which could significantly affect its industrial or commercial operations. The scope of its various contractual commitments complies with international business practices:

- there is no dependence by Rémy Cointreau on customers or exclusive independent distributors, or third-party spirits distribution contracts likely to have a substantial impact on the results, assets or financial position of the Group;
- in general, contracts signed by Group companies are concluded in the normal course of business and the commitments contained within them are in line with international business practices;
- no contracts involving obligations or commitments of particular significance for the Group as a whole were concluded with third parties by any Rémy Cointreau company;
- similarly, with regard to suppliers, there is no dependence on a key supplier. More specifically, supplies of cognac eau-de-vie are the subject of long-term commitments, thereby reducing the supply risks.

Moreover, the Group continues to invest in and develop its own distribution network, guaranteeing its independence and ability to be present in all of its markets.

Lastly, Rémy Cointreau is seeking to diversify its distribution channels, with ambitious targets for growth in direct sales, in stores and in e-commerce.

2.2.2 OPERATIONAL AND ENVIRONMENTAL RISKS

2.2.2.1 Climate risks

RISK DESCRIPTION

Rémy Cointreau Group products are produced on specific, unique terroirs. These are subject to seasonal changes such as drought, hail and frost, as well as longer-term climate changes like global warming.

Depending on their type, weather events can have various impacts:

- severe seasonal climate hazards such as frost, hail, water stress and heatwaves, which affect the production of raw materials essential to the Group leading to a fall in yields or harvest quality, which would inevitably have an impact on future sales;
- climate change impacts the Group's activity, including by changing the crop map and the product-terroir link, which is a building block in the identity of the Rémy Cointreau Group's products.

RISK MANAGEMENT

Rémy Cointreau is committed to an active policy of adaptation of its terroirs, with the deployment of the "New Generation Terroirs" plan, whose aim is to protect and preserve. This strategy is based on the climate risk mapping carried out by the Group in 2021-22 and updated in 2025, the details of which are provided in section 1.5.1 "Climate change".

Moreover, the Group manages its supplies dynamically, enabling it to minimise the impacts of climatic hazards on its harvests. The teams are therefore committed to medium- and long-term actions to ensure the quality and sustainability of the Houses' supplies. These actions are also detailed in sections 1.5.1 and 1.5.3.

Lastly, as part of its risk management policy, as described in section 2.3 "Insurance", the Group has taken out a policy covering hail and frost that may affect our Cognac vineyards.

2.2.2.2 Key asset losses

RISK DESCRIPTION

Rémy Cointreau's main assets are its employees, brands, sites and inventories. Therefore, any disaster could disrupt our production in the short or long term.

Our products (cognacs, whiskies and rum) are aged for long periods, which is why the Group maintains a large inventory of aged and maturing products in our various cellars, on specific sites for each brand. The loss of a high volume of aged inventories – due to fire, another natural or man-made disaster, contamination, or other cause – could considerably reduce supply of the product(s) in question.

One consequence of such disasters, or other disruptions in the supply chain, would be an inability to meet customer demand for a period of time. Insurance claims might not be sufficient to cover the replacement value of inventories of aged eaux-de-vie or other assets, should they be lost in excessive quantities.

RISK MANAGEMENT

The Rémy Cointreau Group has rolled out a set of measures, carried out jointly by the Operating department and the Insurance department.

Prevention and protection measures have been developed and implemented, especially at production sites. They undergo regular external audits by our insurers' prevention engineers. These measures include the design, maintenance and safety of facilities, team training and formalised operating procedures. Rémy Cointreau has also established protection and control systems to control the quality of its products and limit the potential risk of product contamination. Ongoing investments to strengthen the security of the Group's assets are included in future planning, including the completion of the installation of sprinkler systems to protect our key assets at our various sites.

Continuity plans have been drawn up to identify backup solutions in the event of a major disaster affecting our key products.

2.2.2.3 Product quality

RISK DESCRIPTION

Rémy Cointreau's brands are renowned for their excellence, which reflects the care and attention that goes into every stage of the production process. This impeccable quality is based on the following key principles:

- the excellent quality of the raw materials used: The Group focuses on the highest quality ingredients, sourced from exceptional terroirs and grown in accordance with sustainable practices;
- unique craftsmanship: The Houses are built on know-how passed on by generations of cellar masters, guaranteeing blends of unparalleled finesse and complexity.
- respect for the terroirs: Each House is deeply rooted in its terroir of origin, drawing on the distinct characteristics and resources of its environment to craft unique and authentic products.

Maintaining this standard is crucial for Rémy Cointreau, because it is one of the pillars of its reputation and customer loyalty. Any decline in quality, either in the taste or in the presentation of products (bottles, packaging), could have negative consequences.

RISK MANAGEMENT

Rémy Cointreau has introduced various measures and has undertaken to abide by strict principles without compromise. These include respect for the local region and the process of developing and producing its spirits, as well as selecting the best ingredients and craftsmanship. The introduction of strict quality controls that meet high standards at all stages of the production and distribution process also ensures that customers are guaranteed a unique experience.

For product-related risks, the Group refers to the HACCP (Hazard Analysis of Critical Control Point) standard, an international method for implementing a system to guarantee the hygiene of food delivered to consumers, as well as to the ISO 22000 standard, an internationally recognised standard for food safety management.

Rémy Cointreau has also rolled out a training programme to identify and respond appropriately to the needs of each member of staff. As a result, each employee has the necessary expertise and know-how to achieve the level of excellence required by the Group.

Finally, because its products are traceable, the Group is able to withdraw from the distribution network any bottles that could be affected by a quality issue. Regular traceability and product recall exercises are carried out to ensure effective control of the process and minimise the impact of any confirmed product defect.

2.2.2.4 Environmental pollution

RISK DESCRIPTION

The Group's agricultural and production sites may be responsible for environmental pollution (air, water, soil) in the event of a leak or spill of effluent or toxic substances (e.g. pesticides).

The spirits industry is subject to strict environmental protection regulations and failure to comply with these regulations could lead to significant penalties, including fines, the closure of plants or legal action.

This risk was assessed as "non-material" in the Group's double materiality assessment.

RISK MANAGEMENT

The management of industrial and environmental risks, as well as product-related risks, is principally handled by the Quality, Safety, and Environment departments working at the Group's various production sites, under the ultimate responsibility of the Group Executive Vice President of Operations.

Safety/Environment audits are regularly carried out at production sites by staff and certified external auditors, leading to action plans which are monitored at quarterly committee meetings.

- due to the nature of the Group's business, its main production sites in France are subject to local authority licensing. The Cognac site is classified as a Seveso upper tier site on account of the quantities of eaux-de-vie stored there. A comprehensive Safety Management System (SMS) is in place for this site. The Cognac and Angers sites are ISO 14001 certified. This certification is validated by annual follow-up audits. These audits did not reveal any anomalies. The indicators used for ISO 14001 certification have also been rolled out to the other Group sites;
- The French Regional Directorate for the Environment, Planning and Housing (DREAL) conducts a complete review every two years of the sites classified as Seveso upper tier sites. The Mount Gay Distillery bottling site is ISO 9000 certified.

In general, regulatory compliance of sites is an ongoing concern and close relationships are maintained with all the administrations involved. Significant training is also provided to the employees and to external providers who work on the sites.

In addition, the Westland and Bruichladdich Houses are B-Corp certified and the Telmont and Domaine des Hautes Glaces Houses received ROC certification in 2025, reflecting the importance the Group places on protecting people and preserving its terroirs.

All production site certifications are presented in section 1.1.3.5 "Production site certifications, a continuous improvement approach".

2.2.2.5 Major disruption to logistics flows

RISK DESCRIPTION

Conflicts and tensions in the Middle East are causing disruptions to global logistics flows and driving up oil prices, with a direct impact on logistics costs and delivery times. This situation could affect Rémy Cointreau's distribution or its ability to access certain markets or distribution channels.

RISK MANAGEMENT

As it is wholly dependent on external transport partners, Rémy Cointreau endeavours to use a wide range of service providers, who are regularly questioned about their capacities and prospects.

The management of this risk is based on permanent monitoring of the most optimal solutions according to the planned flows.

Sales planning, a collaborative effort between the sales, operational, logistics and financial teams, is closely monitored and analysed, enabling a rapid response to any deviations or unforeseen operational events, and therefore effective anticipation of flows.

2.2.3 ETHICS, COMPLIANCE AND REGULATORY RISKS

2.2.3.1 Legal and regulatory

RISK DESCRIPTION

Rémy Cointreau has a global presence and, as such, is subject to a legal framework that is constantly changing and specific to each market. For example, the production and marketing of the Group's products are subject to regulations in France and abroad, which vary in stringency depending on the country, particularly with respect to the production, packaging, marketing and advertising of these products, as well as public health, product recall, labelling and promotions.

Moreover, the Rémy Cointreau Group attaches particular importance to the legal protection of its assets and of its trade relations in France and around the world. This also involves:

- its intellectual and industrial property rights, particularly its trademarks, which are a major asset in its business;
- its distribution contracts;
- its supplier relationships;
- litigation with customers or government authorities (for additional information, see the section headed "Provisions for liabilities and charges" in the Group's consolidated financial statements. Provisions for liabilities and charges mainly consist of provisions to cover any confirmed commercial or employee-related disputes, and any customs risks relating to prior periods).

RISK MANAGEMENT

In order to have an influence on these regulations and their developments, the Rémy Cointreau Group belongs to many professional groups so that it can promote its positions and its interests both with other industry players and with administrative authorities.

An integrated Legal department permanently manages the Group's legal affairs. It carries out preventative monitoring of all internal and external legal risks of which it is aware that may affect the achievement of Rémy Cointreau's objectives and ensures that projects are carried out within the framework of the regulations in force in a given territory. If necessary, the team can request the assistance of international lawyers recognised for their expertise in specific areas of business and criminal law.

The Legal department strives to only initiate litigation if all possibilities of reaching out-of-court settlements have proved unsuccessful. To defend its interests, Rémy Cointreau takes a position on these risk factors, in particular:

- by committing to communicate through responsible campaigns that do not target "young and/or at-risk" customers, and working to make sure sensible advertising of spirits is always a reality;
- by raising customer awareness of the dangers of excessive consumption in its communications and advocating responsible drinking;
- by collaborating with the various authorities on the design of labelling;
- brand protection: Rémy Cointreau pursues an active policy of monitoring its trademarks, trademark registrations and internet domain names, within their respective categories and markets. This monitoring is carried out either directly by specialised in-house legal experts using modern trademark management procedures, or through intellectual property advisors whose expertise is internationally recognised.

RISK DESCRIPTION

These regulations and their developments can have a strong impact on the Group's ability to do business:

- advertising and promotion: to amend consumer behaviours and reduce alcohol consumption, the various authorities may impose restrictions that may control or even limit alcohol advertising. An example of this is the Évin law in France (law No. 91-32 of 10 January 1991 on the control of tobacco and alcohol). An increase in regulatory restrictions would hinder Rémy Cointreau's ability to publicise its brands and retain customers due to limited opportunities to promote its brands;
- labelling: in addition to the legal information requirements, strict labelling, similar to that used in the tobacco industry, could discourage customers from buying spirits and potentially lead to a decrease in sales;
- distribution channels: regulatory changes in distribution could restrict Rémy Cointreau's ability to distribute its products or conduct promotional campaigns;
- brand protection: the brands of the Rémy Cointreau Group could be imitated, counterfeited or registered by third parties in violation of its rights. The Group could then encounter difficulties in protecting its brands in certain countries or reassuring consumers who might be misled into thinking that they are buying the Group's products;
- contracts: a lack of formalisation of commercial relationships through contracts, both with suppliers and customers;
- litigation: any major litigation could have significant consequences on the Group (financial, reputational) or its brands and products.

RISK MANAGEMENT

- on the prevention of counterfeiting, by taking every action necessary to tackle counterfeiting and any unfair competition, and by opposing any registration of trademarks by third parties whenever it considers that a trademark application infringes its property rights. Within the Legal department, a specialist team is devoted to protecting the Group's trademark portfolio. As part of the effort to tackle counterfeiting, it monitors assessments of counterfeiting of the Group's trademarks, in liaison with specialist bodies, distributors, the sales teams, customs, the French National Directorate of Customs Intelligence and Investigations (DNRED) and trade missions. It takes every step it considers appropriate to oppose the registration of infringing trademarks by third parties across the globe. It initiates and manages any litigation it considers necessary anywhere in the world, with the support of specialised advisers;
- litigation management: in the event of proceedings relating to trademark law, the defence and protection of intellectual property rights, the protection of its distribution network, and all other matters inherent in its activities, Rémy Cointreau engages the services of leading law firms to build defences and, where necessary, sets aside provisions for the costs of these risks and disputes.

2.2.3.2 Crisis management and business continuity

RISK DESCRIPTION

Owing to its international presence and its complex production process, Rémy Cointreau is exposed to a multitude of risks that could severely impact its business and its ability to recover in the event of a disaster. The threats are many and varied and include natural disasters, health crises, political instability and damage to its reputation. The destruction of a production site as a result of a natural disaster, a global health crisis that cripples supply chains or geopolitical conflicts that disrupt trade could all have major impacts on the Group's sales. Similarly, an image crisis caused by negative publicity in the media or on social networks could cause long-term damage to Rémy Cointreau's reputation, negatively impacting its sales and valuation.

Faced with these varied and sometimes unforeseeable risks, rigorous preparation and proactive management are essential. Poor crisis management could exacerbate damage and delay a return to normal.

RISK MANAGEMENT

The safety and sustainability of all of the Group's assets: human, tangible, intangible, and know-how, are top priorities.

The Group's production sites have established business continuity plans. In particular, the cellars located in the Cognac region, which house the majority of Rémy Cointreau's assets, are classified as Seveso upper tier assets under the authorisation regime and have defined, formalised business continuity plans that are shared with insurers and local authorities, as well as a safety management system.

The Communications department has also developed a crisis management operations handbook, which is regularly tested. Following every incident, the department conducts a feedback exercise to identify what might have been managed more effectively. These crisis management handbooks and guides cover a very wide range of crisis situations, which are regularly updated. Particular attention is given to the management of crises with potential reputational impact.

2.2.3.3 Ethics and compliance

RISK DESCRIPTION

Rémy Cointreau operates globally and is therefore subject to a raft of laws and regulations, including various anti-corruption regulations (Sapin II in France, FCPA in the United States, UKBA in the United Kingdom etc.) and personal data protection regulations (GDPR in Europe, CCPA in California, PIPL in China etc.), as well as the principles enshrined in the United Nations Global Compact initiative (a voluntary initiative based on the commitment of leaders to implement universal sustainability principles and to take steps to support UN goals).

This risk may concern employees, but also relations with the Group's partners and with local communities and authorities. The Group cannot completely rule out the risk of conduct that is contrary to its commitments in this area. Accordingly, the Group requires all employees to behave in accordance with the Code of Conduct and the Ethics Charter.

Failure to comply with any of these regulations, or failure by any of its employees to abide by the rules set out in the Ethics Charter published during the 2024-25 financial year and/or the Group Code of Conduct, could expose Rémy Cointreau to various sanctions.

The impacts of such sanctions may be wide-ranging and include financial, legal and reputational impacts, psychological impacts on our employees, and even a loss of attractiveness to partners or job seekers.

RISK MANAGEMENT

Rémy Cointreau has put in place appropriate action plans (as described in section 2.4 "Ethics and compliance").

To prevent corruption, the Group conducted a risk mapping exercise which resulted in the rollout of local action plans, and implements the other measures provided for in the Sapin II law. The risk map is regularly updated. An Ethics Charter and a Code of Conduct have been drawn up and specific training modules are provided to Group employees (through online or face-to-face training). Lastly, an Ethics Line has been set up that people both inside and outside the Group can use to report concerns.

Regarding data protection, the Group is pursuing its plan for compliance with the General Data Protection Regulation (GDPR), as well as with the various foreign regulations that govern its activities. The compliance plan is based in particular on data protection policies, internal data management procedures and impact analysis, the use of standard contractual clauses and, lastly, appropriate training for all members of staff.

Lastly, permanent monitoring is being carried out to prepare for new regulations.

2.2.3.4 Fraud

RISK DESCRIPTION

Given its presence on major global markets and its excellent reputation, Rémy Cointreau may be an attractive target for numerous fraud attempts. Such attempts may come in various forms, posing a significant risk to the Group. The main forms include:

- external fraud, whether impersonation scams involving the CEO of a company, supplier impersonations or cyberattacks, either with the aim of stealing confidential data or extortion attempts using ransomware;
- internal fraud by an employee, through theft or collusion with a third party.

Fraud of any kind may lead to significant financial loss, reputational damage and, even more importantly, an infringement of the Group's values, which may lead to an erosion of trust among our partners. Lastly, fraud may also result in the theft of confidential information or personal data.

RISK MANAGEMENT

Aware of the growing importance of this risk, Rémy Cointreau has implemented a range of measures and controls.

The measures introduced include:

- updating the anti-fraud policy;
- raising awareness of the issue among all employees and providing training to those who are most exposed to the risk;
- strengthening key procedures, especially the call-back procedure;
- carrying out phishing tests;
- strengthening cooperation with partner banks to make transactions more secure;
- deploying specific IT tools against cyber risks.

Although these measures cannot fully eliminate the risk of fraud, they do provide reasonable protection.

2.2.4 FINANCIAL RISKS

2.2.4.1 Structural and sustained increase in costs

RISK DESCRIPTION

Rémy Cointreau is heavily exposed to external purchases for the production of its exceptional products (eaux-de-vie, glass, other packaging items, energy, labour, etc.). The Group is therefore exposed to inflationary pressures or international tensions that may affect production capacity and therefore the balance between supply and demand.

Additional costs or structural increases in certain production costs are likely to weigh on the Group's profitability and its ability to maintain its margins. Strong pressure on demand could adversely impact relationships with key suppliers for specific purchases, whose production capacities could be reduced, with limited alternatives.

RISK MANAGEMENT

This risk is particularly significant in the current environment, in which international tensions are driving up the price of energy and some raw materials. However, this risk is mitigated by measures to reduce situations of high dependence, secure future supplies and offset price increases through cost-cutting measures, including:

- frequent calls for tenders and precise analysis of purchasing categories;
- identifying and implementing value optimisation projects;
- developing strategic partnerships.

2.2.4.2 Liquidity, currency and credit

RISK DESCRIPTION

Rémy Cointreau's earnings are sensitive to exchange rate fluctuations, as the Group realises more than 80% of its sales in currencies outside the euro zone, while production is mostly located within the euro zone. Unfavourable currency fluctuations can generate financial losses.

The majority of the Group's activities are characterised by high levels of capital employed, particularly inventories undergoing ageing, which requires an adjustment of the Group's financing needs over the short and long term. Therefore, any change in the Group's financing structure might impact its earnings as well as its ability to finance itself over the long term given the recent tightening of market conditions.

Finally, given its international presence, Rémy Cointreau is exposed to financial risks linked to the development, complexity, and interpretation of tax regulations in the countries in which it operates, particularly excise duties and import taxes.

Unfavourable currency fluctuations can generate financial losses.

Therefore, any change in the Group's financing structure might impact its earnings as well as its ability to finance itself over the long term given the recent tightening of market conditions.

The changes in tax regulations and the increasing burden of direct and indirect taxation on spirits in particular (excise duties, customs duties, etc.) could negatively affect its earnings.

RISK MANAGEMENT

Currency risk is hedged so as to minimise and anticipate the impact of currency fluctuations on the Rémy Cointreau Group's earnings.

The Group's foreign exchange policy is founded on the following management principles:

- distribution subsidiaries are billed in their own currency, based on a monthly euro exchange rate;
- currency risk is hedged by Financière Rémy Cointreau on a yearly basis, calculated based on the Group's net positions for each currency;
- no speculation is authorised;
- these hedges are performed with firm and/or optional currency transactions eligible for hedge accounting;
- other non-operating transactions are hedged against currency risk once the commitment is firm and final. These include financial risks generated by intra-Group loan transactions and dividends in foreign currencies.

Further details are available in section 5.6 "Notes to the consolidated financial statements" and in particular in note 14.2 "Market risk management policy" of that section.

In terms of liquidity, 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 or through market operators.

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 4 for the Schuldschein placement, the private bond placement, the syndicated loan and the bilateral loan.

The Group has introduced forecasting procedures in relation to net debt and other key indicators such as cash generation and ROCE (return on capital employed) which involve all divisions in the optimisation of the financial structure of activities and compliance with the A ratio.

Lastly, the Rémy Cointreau Group performs regulatory monitoring and defines its tax policy with the support of a team of tax specialists that reports to the Finance department. The Group is committed to following all tax regulations in the countries in which it operates; its tax policy does not involve any tax-evasion scheme and is compliant with the principles laid down by the Organisation for Economic Co-operation and Development (OECD).

2.3 INSURANCE

The Rémy Cointreau Group has implemented a risk management policy that includes:

- ensuring sufficient insurance policies are in place to cover the various risks identified;
- preventing risks at the industrial and storage sites and ensuring employee safety;
- identifying and assessing its exposure to various risks;
- implementing business continuity plans to minimise the impact of disasters and to enable the business to continue operating in the event of a major incident;
- optimising, coordinating and centralising its insurance programmes.

The main insurance policies are part of international insurance programmes covering the various risks identified, such as general liability, withdrawal of delivered products, damage to property and consequent operating losses and transport of goods.

Local insurance policies may also be purchased to meet regulatory requirements and the specific needs of the subsidiaries (e.g. parametric vineyard insurance, fine art, construction, business travel, auto fleets, staff on assignment, etc.).

Coverage	Coverage and limits of the main policies purchased
Property damage and operating losses	This coverage is presented as "All risks except": ■ covers damage and direct losses suffered by the Company as a result of fire, lightning, explosions, water damage, natural disasters, theft and other events that are not excluded; ■ covers operating losses following an incident for a compensation period of 24 months in accordance with the terms of the contract. Basis for compensation: ■ new replacement value for movable or immovable assets; ■ wine and spirits: market replacement value and net carrying amount based on type of inventories.
General liability (operations and products)	Rémy Cointreau is covered for all property damage, consequential losses and physical injury that may be caused to third parties. This policy covers operational liability before and after delivery as well as professional liability and costs related to the withdrawal of products.
Contamination and brand image	This plan is supplemental to the general liability coverage purchased and covers the product cost, the costs of restoring the brand image, operating losses, as well as contamination and any deterioration of the product.
General liability Environmental damage	This programme covers the financial consequences of physical injury, property damage and direct or indirect consequential losses suffered by third parties in the event of pollution, whether gradual or accidental, occurring at the Company's sites.
Transport	This programme applies to all transportation of goods by any means of transport (loss, theft, destruction).
General liability – corporate officers	This programme covers the financial consequences of any liability claim covered by the policy made against an insured person in relation to risks arising in the course of his or her duties.
Fraud and cyber	These programmes specifically cover each of these risks.
Credit	This programme covers outstanding receivables, up to a limit per customer set by the insurer.

2.4 ETHICS AND COMPLIANCE

2.4.1 COMMITMENTS

The Rémy Cointreau Group's ethical approach is based on the universal framework of overarching international principles, standards and agreements and governed primarily by:

- the Universal Declaration of Human Rights;
- the International Labour Organization's Charter of Fundamental Rights, which covers in particular freedom of association, forced labour, child labour and discrimination;
- sustainable development goals as established by the United Nations;
- the 10 Principles of the United Nations Global Compact to which Rémy Cointreau has subscribed since 2003;
- the European Union Charter of Fundamental Rights.

The Rémy Cointreau Group and its employees are committed to complying with the applicable laws and regulations in all countries where they are present and do business.

Ethics Charter & Code of Conduct

Ethics Charter

The Group's values are formalised in an Ethics Charter, signed by the Chief Executive Officer and distributed to all employees, as well as to new employees upon joining the Group. A reflection of our values, the Ethics Charter is the foundation of the culture of integrity and ethical behaviour that exists within the Rémy Cointreau Group Houses. The Charter is intended to serve as a guide for the Rémy Cointreau Group, its Houses and its employees on appropriate conduct and compliance with the key principles governing relationships between stakeholders and the Company. It also aims to promote compliance with laws, regulations and fundamental key principles, and to ensure that they are properly implemented. This allows us to protect our business over the long term, and to attract and retain talent.

The Anti-Corruption Code of Conduct

The Anti-Corruption Code of Conduct is also designed to encourage and motivate Rémy Cointreau Group employees to communicate and to seek answers as to how to behave in a particular situation.

The Code of Conduct describes the types of behaviour to be avoided and details the commitment of the Group and its governing bodies to the fight against corruption. It lays down Rémy Cointreau's guiding principles on a number of operational matters and addresses the following topics:

- corruption and influence peddling offences;
- prohibition of facilitation payments;
- rules on gifts and invitations;
- rules on donations, philanthropy and sponsorship;
- prevention of conflicts of interest;
- the whistleblowing system in the form of the Ethics Line;
- interactions with public officials.

Business conduct within the Rémy Cointreau Group is governed by a specific set of values.

Business values and responsibilities

The principles guiding the Rémy Cointreau Group, its Houses and its employees in their business conduct are:

- **compliance with the laws and regulations** in force in the countries where the Group operates: the Rémy Cointreau Group fulfils all of its legal and tax obligations;
- **the fight against corruption**: Rémy Cointreau condemns all forms of corruption, including bribery. The Rémy Cointreau Group believes that such behaviours are to the detriment of the countries in which it operates. The women and men of the Houses must demonstrate their integrity, particularly by refusing any gift, the value of which might contravene the Group's ethics.

Values and responsibility towards others

Relations within the Rémy Cointreau Group are characterised by a duty of mutual respect between the women and men who contribute to the Company's vision with integrity, and the Company itself. Every day, the Houses of the Group undertake to respect and promote the following values: trust, acting as an example, excellence, high standards, appreciation, respect and discretion. These values are represented in the following initiatives:

- **respect for the environment**: the Rémy Cointreau Group is committed to serving its customers, while accepting its environmental responsibilities, and has therefore made environmental protection a key pillar of its strategy;
- **commitment to its employees**: the Rémy Cointreau Group wants all of its employees to work in the best possible conditions and is committed to offering a healthy and safe workplace. The Rémy Cointreau Group is a long-term partner, supporting them in their development and fostering relationships based on trust and respect;
- **a firm commitment to the Group's customers and consumers**: the women and men of Rémy Cointreau's Houses must ensure that the Group honours its commitments towards its consumers and customers. Quality, health security, service and integrity must be their principal concerns in their daily work;
- **the Rémy Cointreau Group's relations with its suppliers**: for the Rémy Cointreau Group, supplier relations are not purely transactional and the Group is committed to a sustainable partnership approach. Following the ratification of the Global Compact, the Group undertook to involve its suppliers in its social and environmental commitments, to ensure their involvement and to support them in improving their processes.

Employees' values and responsibilities towards the business and society

Among the values shared by Rémy Cointreau Group and its employees, probity and integrity are central, as reflected in the following commitments:

- **protecting the reputation of the Group and its Houses:** the Rémy Cointreau Group's employees represent the image and reputation of its Houses and have a responsibility to protect them;
- **relations between the Rémy Cointreau Group and its shareholders:** the Rémy Cointreau Group's employees have a responsibility to protect information relating to the Group's Houses. This confidential information must never be disclosed except within the

strict framework of the Group's rules. In addition, Rémy Cointreau Group seeks to share its long-term strategy, values, and business performance with all shareholders, without distinction, ensuring the equal treatment of shareholders;

- **preserving the Group's assets and resources:** the Rémy Cointreau Group is committed to developing its business and its income, protecting its assets, ensuring that governance is in line with best practice and reporting transparently on the Group's activities. The employees of the Group's Houses must also manage the Group's assets and resources with the highest level of integrity;
- **high standards regarding the terroirs:** these relate to our expectations regarding raw materials and respect for the terroir of origin, as reflected in the quality and authenticity of our products.

2.4.2 ORGANISATION OF THE ETHICS AND COMPLIANCE DEPARTMENT

Ethics and Compliance department

The Ethics and Compliance department reports to the Internal Audit, Compliance and Insurance department. It is responsible for identifying, assessing and managing the risks to which the Rémy Cointreau Group is exposed, and for verifying compliance with various laws and regulations, while ensuring that compliance programmes are implemented and updated in close cooperation with the Group's different departments.

The Director of Internal Audit, Compliance and Insurance reports to the Group Chief Executive Officer, the Chairwoman of the Board of Directors and the Audit Committee.

The internal audit assignments carried out include a review of the anti-corruption and personal data protection processes in place within the audited entities. The findings regarding the compliance programme are included in the assignment reports and the follow-up of the action plans.

Network of ethics and compliance officers

The Ethics and Compliance teams located in Paris and abroad, in particular in the United States, China and Singapore, make up the network of "ethics and compliance" officers, working closely with the Internal Audit, Compliance and Insurance department and the Data Protection Officer, in order to roll out and adapt, on a local scale, compliance programmes within the Group on issues related to business ethics, the prevention of corruption and protection of personal data.

Data Protection Officer

A Data Protection Officer has been appointed to coordinate compliance with the General Data Protection Regulation and, more generally, to handle personal data-related issues. The Data Protection Officer is the principal point of contact for data subjects and for the authorities responsible for protecting personal data.

This function reports to the Internal Audit, Compliance and Insurance department.

2.4.3 IMPLEMENTATION OF THE ETHICS AND COMPLIANCE PROGRAMME

Fight against corruption

The Rémy Cointreau Group has a dual requirement: zero tolerance towards infringements of integrity and probity, on the one hand, and a commitment to support an ethical culture, on the other hand.

The fight against corruption is part of an ethical approach to which the Rémy Cointreau Group is firmly committed. The governing body sets the tone with regard to ethical compliance through communications sent to all employees. This ethical culture must inform the Group's daily practices, whether managerial, commercial or operational.

Communications and training on the fight against corruption are regularly offered to management bodies and employees exposed to the risks of corruption and influence peddling.

Rémy Cointreau is committed to complying with all of the relevant laws and regulations, particularly those of the countries in which the Group operates. In order to comply with the requirements of law No. 2016-1691 of 9 December 2016 on transparency, combating corruption and modernising the economy (the "Sapin II" law), the Group has made the Internal Audit, Compliance and Insurance department responsible for implementing the anti-corruption programme and the action plans to reinforce the strict procedures that are already in place, in accordance with the requirements of said law.

A regular review of the pillars of the "Sapin II" law is carried out with management and the Audit Committee by the Internal Audit, Compliance and Insurance department.

The Rémy Cointreau Group has an Ethics Line managed by the Compliance department. Regular reminders of the Ethics Line and how it operates are issued throughout the organisation. The Ethics Line is also accessible to people outside the Group, and is accompanied by a Whistleblower Charter.

Personal data and respect for privacy

In order to fulfil the requirements of European regulation No. 2016/679 of 27 April 2016, known as the General Data Protection Regulation, the Internal Audit, Compliance and Insurance department was designated to prepare and implement a compliance plan based on the following themes:

- governance: roles and responsibilities of the various players in terms of personal data protection;
- respect for people's rights: consent, information to data subjects, exercise of their rights;
- compliant processing: processing records, identification and classification of processing activities, data retention periods, contract management;
- data security: procedures and controls, management of security breaches, impact assessments and privacy by default and by design mechanisms;
- continuous improvement: monitoring and internal control.

2.4.4 CONTROL

Ethics Line – whistleblowing system

The Group has set up a whistleblowing system, called the "Rémy Cointreau Ethics Line", the details of which are provided in the Whistleblower Charter. The whistleblowing system is accessible both internally and externally.

System of sanctions introduced

The system of sanctions in place for the compliance programmes is the same as that described in the internal regulations.

Monitoring the implementation of the ethics and compliance programme

Reviews of the implementation of Group procedures are conducted on a regular basis in the subsidiaries. These reviews mainly cover the following issues: the fight against corruption, personal data protection and adherence to the Ethics Charter.

Ethics and compliance training programme

All new employees must complete training on ethics and compliance topics when they join the Group.

A training module on the Group's Ethics Charter was rolled out during the 2025-26 financial year.



RÉMY MARTIN



3

CORPORATE GOVERNANCE

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3.1 FRAMEWORK FOR IMPLEMENTING THE PRINCIPLES OF CORPORATE GOVERNANCE

Pursuant to the provisions of Articles L. 225-37 et seq. of the French Commercial Code, the developments described below form the corporate governance report.

It contains information on:

- the composition of the Board of Directors and the implementation of the principle of the balanced representation of women and men on the Board;
- the conditions of preparation and organisation of the work of the Board of Directors;
- the Corporate Governance Code by which the Company abides, the provisions that have not been applied and the reasons why;
- the compensation policy for corporate officers;
- information on total compensation and benefits of any kind awarded to Executive Directors during the past financial year, pursuant to Article L. 22-10-9 of the French Commercial Code;
- the limitations that the Board of Directors has imposed on the powers of the Chief Executive Officer.

The other information is provided in the following chapters of this registration document, namely:

- the items liable to have an impact in the event of a public takeover bid or exchange offer within the meaning of Article L. 225-100-3 of the French Commercial Code (chapter 7);
- the table summarising the authorisations currently in force granted by the Shareholders' Meeting in respect of capital increases (chapter 7);
- the specific procedures relating to shareholders' attendance at Shareholders' Meetings (chapter 9).

This report was approved by the Board of Directors at its meeting of 3 June 2026, after consulting the Nomination and Remuneration Committee, the Audit-Finance Committee and the Corporate Social Responsibility Committee on the sections within their respective remits.

3.1.1 GOVERNANCE ARRANGEMENTS

In September 2004, the Board of Directors adopted a system of governance that separates the positions of Chairman of the Board of Directors and Chief Executive Officer.

The purpose of this arrangement is to balance the power between these two positions and between each of them and the Board of Directors.

Only the Chief Executive Officer's resignation, for personal reasons, in 2014 resulted in the Board of Directors combining for one year, from 2 January 2014 to 27 January 2015, the roles of Chairman of the Board of Directors and Chief Executive Officer, following which the Company's historical governance arrangements resumed.

Marie-Amélie de Leusse was appointed as Chairwoman of the Board of Directors on 21 July 2022 following the renewal of her term of office as a Board member pursuant to the provisions of the third paragraph of Article L. 225-17 of the French Commercial Code. Her term of office as Chairwoman of the Board was renewed following the Shareholders' Meeting of 22 July 2025.

At its meeting of 3 June 2025, the Board of Directors appointed Franck Marilly as Chief Executive Officer of Rémy Cointreau, with effect from 25 June 2025.

3.1.2 DECLARATION REGARDING THE CORPORATE GOVERNANCE SYSTEM

In accordance with the provisions of Article L. 225-37-4 of the French Commercial Code, the Company declares that it abides by the AFEP-MEDEF Corporate Governance Code for listed companies. This Code can be viewed in its current version of December 2022 at Rémy

Cointreau's registered office in Paris and on the website www.medef.com. A table of the recommendations of the Code that have not been adopted is provided in section 3.2.6 in accordance with the comply or explain principle.

3.1.3 CHANGES IN GOVERNANCE DURING THE 2025-2026 FINANCIAL YEAR

The Shareholders' Meeting of 22 July 2025:

- reappointed Hélène Dubrule and Alain Li as independent Board members for a period of three years;
- reappointed Marie-Amélie de Leusse and Orpar SA as Board members representing the reference shareholder for a period of three years;
- appointed Jessica Spence as an independent Board member for a period of three years, replacing Olivier Jolivet.

At its meeting of 22 July 2025, the Board of Directors:

- appointed Nicolas Hériard Dubreuil as a non-voting Board member for a period of one year, replacing François Hériard Dubreuil;
- appointed Marc Hériard Dubreuil as a non-voting Board member for a period of one year, replacing Jérôme Bosc;
- reappointed Dominique Hériard Dubreuil as a non-voting Board member for a period of one year;
- noted the appointment of Jérôme Bosc as permanent representative of Orpar SA, replacing Marc Hériard Dubreuil.

With regard to the composition of the committees, on 22 July 2025 the Board of Directors appointed:

- Alain Li to the Nomination and Remuneration Committee, replacing Olivier Jolivet;

- Jessica Spence to the CSR Committee, replacing Olivier Jolivet.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS AND COMMITTEES DURING THE 2025-2026 FINANCIAL YEAR

Position at 31 March 2026	Departure/Expiration of term	Appointment	Reappointment	Date
Board of Directors			Hélène Dubrule Alain Li Marie-Amélie de Leusse Orpar SA (represented by Jérôme Bosc) ⁽³⁾	Shareholders' Meeting of 22 July 2025
	Olivier Jolivet ⁽¹⁾	Jessica Spence		Shareholders' Meeting of 22 July 2025
Non-voting Board members			Dominique Hériard Dubreuil	Board of Directors' meeting of 22 July 2025
		Nicolas Hériard Dubreuil ⁽²⁾ Marc Hériard Dubreuil		Board of Directors' meeting of 22 July 2025
Nomination and Remuneration Committee	Olivier Jolivet ⁽¹⁾	Alain Li		Board of Directors' meeting of 22 July 2025
CSR Committee	Olivier Jolivet ⁽¹⁾	Jessica Spence	Hélène Dubrule Dominique Hériard Dubreuil	Board of Directors' meeting of 22 July 2025

(1) Non-renewal of term of office as a Board member.

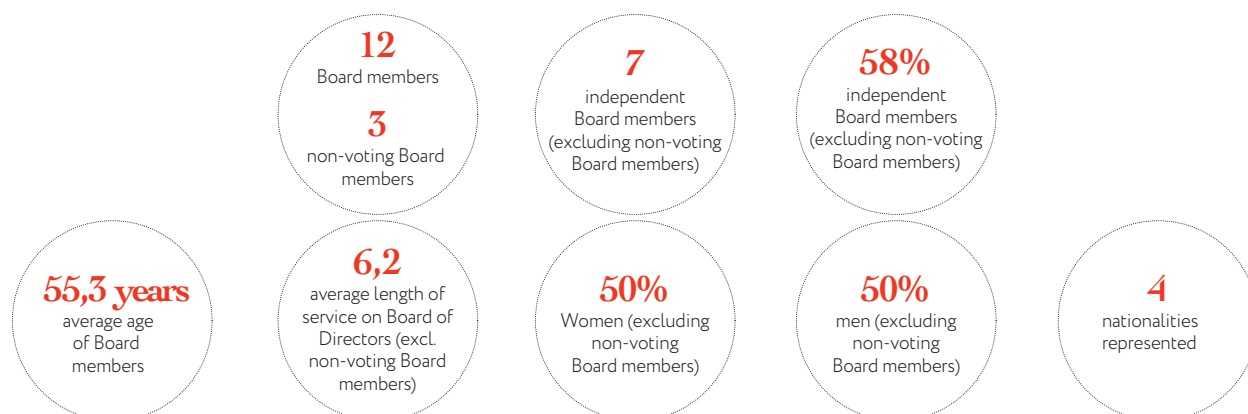
(2) Non-renewal of François Hériard Dubreuil's term of office as a non-voting Board member.

(3) Appointed as permanent representative of Orpar SA, replacing Marc Hériard Dubreuil.

3.2 COMPOSITION OF THE BOARD OF DIRECTORS

3.2.1 MEMBERS OF THE BOARD OF DIRECTORS

COMPOSITION OF THE BOARD OF DIRECTORS AT 31 MARCH 2026



The Board of Directors' membership is organised to achieve a balance of experience, skills, independence and ethical behaviour, while maintaining a balanced representation of women and men on the Board of Directors and recognising the specific features of the Rémy Cointreau Group's shareholder structure.

At 31 March 2026, the Board of Directors had 12 full Board members and three non-voting Board members:

OVERVIEW OF THE BOARD OF DIRECTORS AT 31 MARCH 2026

	Gender	Age	Nationality	Number of shares	Independent Board member	First appointed	End of current term of office	Length of service on the Board	Member of a Board committee
Marie-Amélie de Leusse	F	48		12,935		24/07/2019	2028 SM	6 years and 8 months	
Elie Hériard Dubreuil	M	48		539		20/11/2018	2027 SM	3 years and 8 months 2 years and 8 months Non-voting Board member	Chairman CSRC ⁽³⁾ NRC ⁽²⁾
Caroline Bois	F	49		4,687		24/11/2020 24/07/2019	2027 SM	5 years and 4 months 1 year and 5 months Non-voting Board member	AFC ⁽¹⁾ NRC ⁽²⁾
Hélène Dubrulle	F	60		100	•	24/07/2019	2028 SM	6 years and 8 months	CSRC ⁽³⁾
Laure Hériard Dubreuil	F	48		105		26/07/2011	2026 SM	14 years and 8 months	
Jessica Spence	F	50		100	•	22/07/2025	2028 SM	8 months	CSRC ⁽³⁾
Bruno Pavlovsky	M	63		100	•	29/07/2015	2027 SM	10 years and 8 months	Chairman of the NRC ⁽²⁾
Pierre Bidart	M	63		200	•	18/07/2024	2027 SM	1 year and 8 months	AFC ⁽¹⁾
Marc Verspyck	M	60		100	•	22/07/2021	2027 SM	4 years and 8 months	AFC ⁽¹⁾
Alain Li	M	65		500	•	21/07/2022	2028 SM	3 years and 8 months	NRC ⁽²⁾
Sonia Bonnet-Bernard	F	63		200	•	20/07/2023	2026 SM	2 years and 8 months	Chairwoman of the AFC ⁽¹⁾
Orpar SA (represented by Jérôme Bosc)	M	46		22,619,410		21/07/2022	2028 SM	9 years and 8 months	
NON-VOTING BOARD MEMBERS									
Dominique Hériard Dubreuil	F	78		2,884		07/09/2004	2026 Board	3 years and 8 months Non-voting Board member 17 years and 7 months	CSRC ⁽³⁾
Nicolas Hériard Dubreuil	M	48		1,499		22/07/2025	2026 Board	8 months	
Marc Hériard Dubreuil	M	74		110		07/09/2004	2026 Board	21 years and 7 months	

(1) Audit-Finance Committee.

(2) Nomination and Remuneration Committee.

(3) Corporate Social Responsibility Committee.

OVERVIEW OF THE COMMITTEES AT 31 MARCH 2026

AUDIT-FINANCE COMMITTEE	NOMINATION AND REMUNERATION COMMITTEE	CORPORATE SOCIAL RESPONSIBILITY COMMITTEE
4 members 75% independent	4 members 50% independent	4 members 50% independent
Sonia Bonnet-Bernard ♦★ Caroline Bois Pierre Bidart ♦ Marc Verspyck ♦	Bruno Pavlovsky ♦★ Caroline Bois Alain Li ♦ Elie Hériard Dubreuil	Elie Hériard Dubreuil ★ Jessica Spence ♦ Hélène Dubrule ♦ Dominique Hériard Dubreuil

♦ Independent Board member ★ Chairman/Chairwoman

All committees have a high number of independent Board members: 75% for the Audit-Finance Committee, 50% for the Nomination and Remuneration Committee and 50% for the Corporate Social Responsibility Committee. The Chairman or Chairwoman of each of these committees is independent. Only the Corporate Social Responsibility Committee, whose organisation is not regulated, is chaired by a non-independent Board member within the meaning of the AFEP-MEDEF Code.

Of these 12 Board members:

- five are from the reference shareholder, including four from the Hériard Dubreuil family (Marie-Amélie de Leusse, Elie Hériard Dubreuil, Caroline Bois, Laure Hériard Dubreuil) and Orpar SA, represented by Jérôme Bosc;
- seven are independent Board members: Hélène Dubrule, Sonia Bonnet-Bernard, Jessica Spence, Pierre Bidart, Bruno Pavlovsky, Marc Verspyck and Alain Li.

Three non-voting members, Nicolas Hériard Dubreuil, Dominique Hériard Dubreuil and Marc Hériard Dubreuil, represent the reference shareholder.

With regards to members elected by employees, the Company complies with the provisions of Article L. 225-27-1 of the French Commercial Code in this respect since it has no employees.

Procedure for the appointment of Board members

The Board of Directors is renewed on a rotating basis each year, such that renewals are spaced as evenly as possible and, in any event, the entire Board has been renewed at the end of a three-year period.

If one or more seats become vacant or if the Board wishes to expand or modify its membership, the Nomination and Remuneration Committee will determine the skills and experience required to fill the role based on its diversity policy and the skill requirements identified, particularly during the annual assessment of the operation of the Board and committees.

The committee selects candidates, with the help of a designated recruitment firm if appropriate, and, following individual interviews with each member of the committee, introduces the selected candidate(s) to the Board of Directors, and asks the Shareholders' Meeting to approve their appointment.

The same procedure applies to the selection of non-voting Board members who are directly appointed by the Board, but without the need for ratification by the Shareholders' Meeting.

Onboarding procedure for Board members

New Board members undergo an onboarding process in the period following their appointment to gain a solid grounding in the Group's business lines, organisation, strategy, geographical presence, product positioning, customer base, financial characteristics and regulatory environment. During this process, they meet the Chief Executive Officer, the Chief Financial Officer and the heads of the Group's divisions and business lines. They also take part in visits to the Group's sites.

Training for Board members

Each Board member may receive, if he or she deems it necessary, additional training on specific matters relating to the Group, its business lines and sectors of activity, including corporate social responsibility issues.

Board members who serve on the CSR Committee receive training on the Group's CSR issues at quarterly committee meetings led by the CSR Department, which focus on monitoring CSR targets and the measures introduced by the Group.

A "CSR Academy" training course (the content of which is described on page 110 of this document), developed in conjunction with an external consultancy, was introduced in 2024 for Board members interested in learning about environmental issues and the associated actions taken by the Group.

Diversity policy of the Board of Directors

Policy criteria

Experienced and complementary Board members

Competence and experience in the financial arena, the luxury goods sector and the management of large international companies are the selection criteria for Board members. The Board members come from varied backgrounds and have complementary professional experience and skills. The presence of several members who are permanent residents in various other countries lends a welcome international and cultural dimension to the Board of Directors' work, either because they have performed a role outside of France during their career, or because they hold or have held one or more appointments in non-French companies.

The Board of Directors is careful to maintain a balance between Board members with historical knowledge of Rémy Cointreau and members who have joined the Board more recently. Diversification is achieved by ensuring that the proportion of independent Board members remains above the threshold of one third recommended by the AFEP-MEDEF Code.

These principles guide the Board member selection process.

Balanced representation of men and women on the Board of Directors

At 31 March 2026, six out of a total of 12 Board members at Rémy Cointreau were women, i.e. 50%. The Board of Directors is chaired by a woman and her deputy is also a woman. Two committees of the Board of Directors have an equal number of male and female members. The Audit-Finance Committee is chaired by a woman.

Policy implementation

To implement this diversity policy, the Board of Directors refers to the yearly review of its work (for more details on the assessment of

the Board of Directors, see section 3.2.5 of the 2025-2026 Universal Registration Document).

Because Board members' terms of office are renewed gradually and according to a schedule, the Company is able to look ahead and identify which skills will need to be replaced or developed according to trends in the wine and spirits industry and the Company's markets.

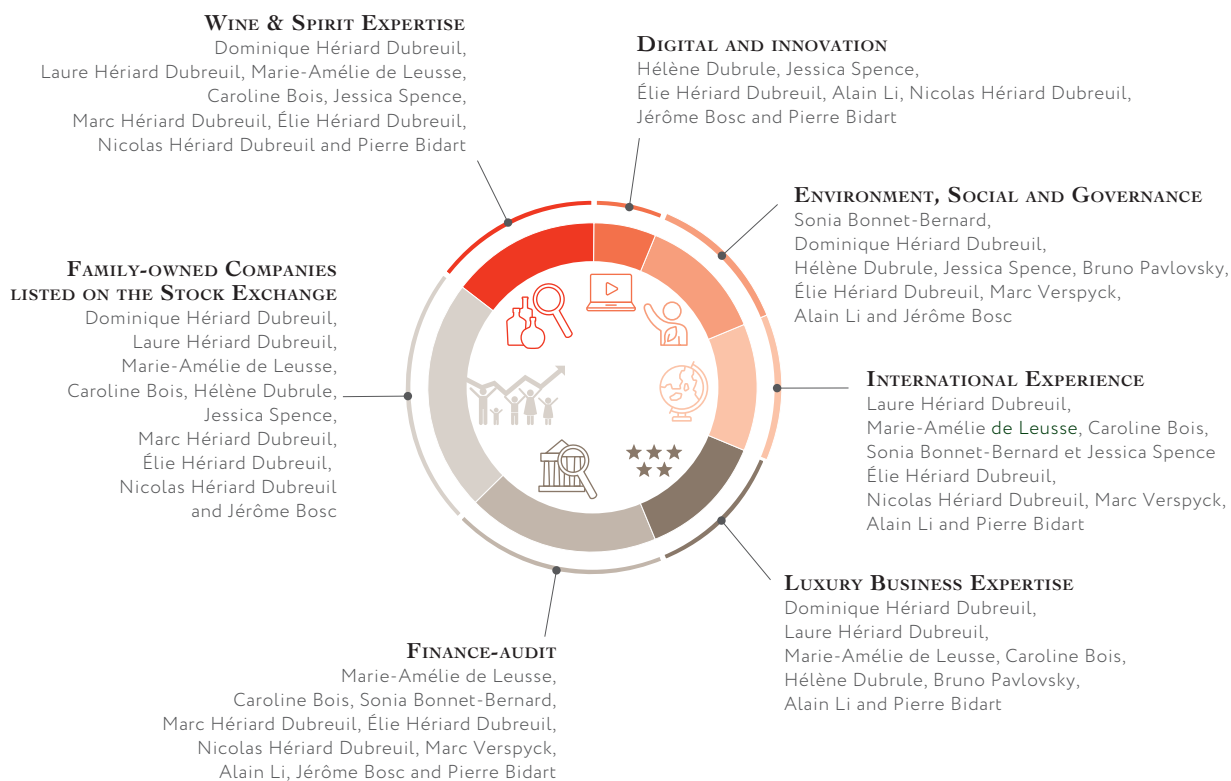
During the 2025-2026 financial year:

- The Shareholders' Meeting appointed Jessica Spence as a Board member to replace Olivier Jolivet, thereby supporting gender diversity on the Board of Directors;
- The appointment of Jessica Spence also increases the representation of international directors on the Board;
- The Board of Directors reappointed Dominique Hériard Dubreuil as a non-voting Board member and as a member of the Corporate Social Responsibility Committee, owing to her experience and in-depth knowledge of the Group's CSR and sustainable development issues;
- The percentage of independent Board members at 31 March 2026 was 58% (excluding non-voting Board members). This percentage remains significant for a Group with a reference shareholder.

Diversity policy applied to senior management

- The Board of Directors also monitors the implementation of the Group's diversity policy, specifically as regards the balanced representation of men and women on the Group Executive Committee and in positions of greater responsibility.
- At 31 March 2026, five of the 10 members of the Group Executive Committee were women, i.e. 50%.
- For more information about the diversity policy applied within the Group's Executive Committee and, more generally, within the Group as a whole, see section 1.4.1.5 of the Universal Registration Document.

SKILLS MAP OF THE MEMBERS OF THE BOARD OF DIRECTORS AT 31 MARCH 2026



3.2.2 LIST OF APPOINTMENTS HELD BY THE BOARD MEMBERS AT 31 MARCH 2026

Board member profiles



MARIE-AMÉLIE DE LEUSSE

CHAIRWOMAN OF THE BOARD OF DIRECTORS SINCE 21 JULY 2022

French nationality, 48 years old

Date first appointed to the Board of Directors: 24 July 2019

Date term of office expires: Shareholders' Meeting called to approve the 2028 financial statements

Business address: Andromède SAS – 25, rue Balzac – 75008 Paris, France

Holds: 13,038 RC shares

After graduating in international finance from ESCP-EAP, Marie-Amélie de Leusse began her career with Société Générale Investment Banking in London. She then joined NM Rothschild & Sons, where she served in various roles within the Capital Goods team in the Mergers/Acquisitions department. Following this, she held management control positions at Rémy Cointreau⁽¹⁾.

PRINCIPAL APPOINTMENT OUTSIDE THE GROUP

- Deputy Chief Executive Officer of Andromède SAS

OTHER CURRENT APPOINTMENTS

- Chairwoman of the Supervisory Board of E. Rémy Martin & C° SAS
- Chairwoman of the Supervisory Board of Cointreau SAS
- Member of the Board of Directors of Oeneo SA⁽¹⁾
- Member of the Appointments and Human Resources Committee (CNRH) of Oeneo SA⁽¹⁾
- Chief Executive Officer of Aletea 2 SAS
- Board member of Mount Gay Distilleries Ltd.
- Board member of Rémy Cointreau Libra SAS
- President of Rémy Cointreau Amérique
- President of Rémy Cointreau USA
- Vice-Chairwoman of the Board of Directors and Deputy Chief Executive Officer of Orpar SA
- Vice-President and Deputy Chief Executive Officer of Beauregard Holding
- Independent Board member of TERACTION
- Member of the Board of Directors of MEDEF Paris
- Member of the Executive Committee of MEDEF
- Member of the Board of Directors of FEVS
- Member of the Board of Directors of Comité Colbert

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- Member of the Supervisory Board of Andromède SAS
- Member of the Management Board of Andromède SAS
- Non-voting Board member of Rémy Cointreau⁽¹⁾
- Vice-Chairwoman of the Board of Directors of Rémy Cointreau⁽¹⁾
- Vice-Chairwoman of the Board of Directors of Oeneo SA⁽¹⁾
- Non-voting member of the Supervisory Board and the Governance Committee of EthiFinance
- President of Cointreau SAS
- President of E. Rémy Martin & C° SAS
- Representative of E. Rémy Martin & C° SAS, President of Domaines de Rémy Martin SAS
- President of Rémy Cointreau Services SAS
- Representative of Rémy Cointreau Services SAS, President of Financière Rémy Cointreau SA/NV

(1) Listed company.



CAROLINE BOIS HÉRIARD DUBREUIL

VICE-CHAIRWOMAN OF THE BOARD OF DIRECTORS SINCE 21 JULY 2022

French nationality, 49 years old

Date first appointed to the Board of Directors: 24 November 2020

Date term of office expires: Shareholders' Meeting called to approve the 2027 financial statements

Business address: Andromède SAS – 25, rue Balzac – 75008 Paris, France

Holds: 4,723 RC shares

Ms Bois holds a master's degree from HEC Paris and completed the Executive Management Acceleration Programme (MAP) at INSEAD. From 1998, Caroline held various leadership positions in finance and project management at Freelance.com, Dictis, and International SOS, before joining Rémy Cointreau as Head of Group Management Control and Planning in 2014.

In 2019, she joined the Andromède Group as Deputy Chief Executive Officer.

She has extensive experience in finance and management.

Caroline Bois Hériard Dubreuil is also Chairwoman of the Hériard Dubreuil family foundation: Famille Partage Espérance. The initial aim is to develop and finance intergenerational housing as an alternative to the existing social framework and infrastructure.

PRINCIPAL APPOINTMENT OUTSIDE THE GROUP

- Deputy Chief Executive Officer of Andromède SAS

OTHER CURRENT APPOINTMENTS

- Member of the Audit-Finance Committee of Rémy Cointreau SA ⁽¹⁾
- Member of the Nomination and Remuneration Committee of Rémy Cointreau SA ⁽¹⁾
- Board member of Rémy Cointreau Libra SAS
- Chairwoman of the Board of Directors and Chief Executive Officer of Orpar SA
- Member of the Board of Directors of Oeneo SA ⁽¹⁾
- Member of the Audit Committee of Oeneo SA ⁽¹⁾
- Chairwoman of the Famille Partage Espérance endowment fund
- Member of the Supervisory Board and member of the Audit and Risk Committee of EthiFinance SAS
- Board member of MdGroup (Microdrones)
- Deputy Chief Executive Officer and Board member of Beauregard Holding
- Member of the Strategy Committee of Delair SAS
- Member of the Strategy Committee of Retail VR
- Member of the Evolem Advisory Board (comité des sages)
- Member and Vice-Chairwoman of the Board of Dynasty

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- Board member of Alantaya
- Member of the Strategy Committee of Alteia
- Board member of The Webster

(1) Listed company.



HÉLÈNE DUBRULE

French nationality, 60 years old

Date first appointed to the Board of Directors: 24 July 2019

Date term of office expires: Shareholders' Meeting called to approve the 2028 financial statements

Business address: Fondation de l'Académie de Médecine – 16 rue Bonaparte – 75006 Paris, France

Holds: 100 RC shares

Hélène Dubrule graduated from HEC in 1987 and began her career at L'Oréal, where she held marketing and development positions for nearly 10 years within the Consumer Goods Division and was later appointed Marketing Director within the L'Oréal Luxury Goods Division. In 2001, she also received a degree from Esmod fashion school in Seoul, where she lived for four years. For 22 years, she held various senior positions in the Hermès Group, where she was, in turn, International Marketing Director of Hermès Parfums, CEO of Hermès Soie et Textiles, CEO of Hermès Maison and President of Puijforcat. She then spent five years at the helm of the French market businesses as CEO of Hermès Distribution France. She is currently President of the Fondation de l'Académie de Médecine, a foundation with public benefit status. She also received the Sciences Po/IFA Board Director Certificate in 2017 and is a member of the IFA and APIA.

PRINCIPAL APPOINTMENT OUTSIDE THE GROUP

- President of the Fondation de l'Académie de Médecine

OTHER CURRENT APPOINTMENTS

- Member of the Supervisory Board of the Labruyère Group

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- Chief Executive Officer of Hermès Distribution France



LAURE HÉRIARD DUBREUIL

French nationality, 48 years old

Date first appointed to the Board of Directors: 26 July 2011

Date term of office expires: Shareholders' Meeting called to approve the 2026 financial statements

Business address: 735 Collins Ave, Miami Beach FL 33139

Holds: 105 RC shares

A graduate of the Institute of Oriental Languages and Civilisations and of the Fashion Institute of Technology, since 2000 Laure Hériard Dubreuil has served in various senior roles at Philipps-Van Heusen in Hong Kong and at Gucci in Paris and New York. In 2006, she founded The Webster in Miami, a high-end multi-brand fashion store concept which has seen steady growth in the United States.

PRINCIPAL APPOINTMENT OUTSIDE THE GROUP

- President and Chief Executive Officer of FG Webster Florida Inc.

OTHER CURRENT APPOINTMENTS

- President of Laure HD Investissements SAS
- President of LHD LLC
- President of Midnight Whisper LLC

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- President and Chief Executive Officer of 1220 Collins Avenue



PIERRE BIDART

French nationality, 63 years old

Date first appointed to the Board of Directors: 18 July 2024

Date term of office expires: Shareholders' Meeting called to approve the 2027 financial statements

Business address: HolBi & Partners GmbH, Dennlerstrasse 4, 8048 Zurich, Switzerland

Holds: 200 RC shares

Pierre Bidart is a graduate of HEC Paris and lives in Switzerland. He began his career in 1985 at Arthur Andersen, before moving to Ernst & Young as an audit partner (2003-2021). He was responsible for statutory audits and consultancy engagements for luxury, fashion, and wine and spirits groups, both in France (Louis Vuitton, LVMH, Emanuel Ungaro, Christian Louboutin, etc.) and abroad (Fendi, Ferragamo, etc.). Mr Bidart, representing Ernst & Young, was also a statutory auditor of Rémy Cointreau from July 2012 to July 2018.

As part of the Ernst & Young international network, he led audit digitalisation for the EMEA region (with responsibility for 97 countries) from 2014 to 2018, and then led the transformation of the audit operational model within the Global Executive Layer from 2018 to 2021.

Since 2021, he has been founder and CEO of a Zurich-based consultancy firm providing management advisory services in the areas of transformation, digitalisation, change management, coaching and support in operational optimisation projects. He is also a senior advisor to the Ernst & Young global network on audit transformation in the insurance, banking and industrial goods sectors in a number of countries.

PRINCIPAL APPOINTMENT OUTSIDE THE GROUP

- Managing Partner and founder of HolBi & Partners GmbH, Zurich, Switzerland

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- Partner of EY Audit France

OTHER CURRENT APPOINTMENTS

- None



JESSICA SPENCE

UK and Luxemburg nationality, 50 years old

Date first appointed to the Board of Directors: 22 July 2025

Date term of office expires: Shareholders' Meeting called to approve the 2028 financial statements

Business address: Edgewell Personal Care, 780 3rd Avenue, New York 10024, NY, USA

Holds: 100 RC shares

Jessica Spence is President of Edgewell Personal Care's North America business, leading the company's commercial operations in Canada and the United States, its biggest and most profitable market. She brings 25 years of global spirits and consumer products experience across both commercial and brand-building roles. Most recently, she was Suntory Global Spirits' first President of Brands, where she led the company's strategy to unleash the full potential of its iconic brands by transforming the operating model to a global, brand-led model that delivers on the company's premiumisation and growth ambitions. Jessica became President of North America in January 2023. She joined Suntory in 2019 from Carlsberg Group, where she served as Executive Vice President, Chief Commercial Officer, overseeing the company's global marketing, sales, insights, R&D and innovation functions. She previously served as Carlsberg's Vice President Commercial for Asia based in Hong Kong. Jessica has a Master of Arts in Philosophy from the University of Cambridge, a Postgraduate Diploma in Economics from the London School of Economics & Political Science and an MBA from INSEAD. She is a member of the Fortune Most Powerful Women network and Women Corporate Directors, a community of women corporate board directors.

PRINCIPAL APPOINTMENT OUTSIDE THE GROUP

- President of Edgewell Personal Care's North America Business

OTHER CURRENT APPOINTMENTS

- None

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- President of North America, Suntory Global Spirits
- President of Brands, Suntory Global Spirits



BRUNO PAVLOVSKY

French nationality, 63 years old

Date first appointed to the Board of Directors: 29 July 2015

Date term of office expires: Shareholders' Meeting called to approve the 2027 financial statements

Business address: 12, rue Duphot – 75001 Paris, France

Holds: 100 RC shares

Bruno Pavlovsky is a graduate of École Supérieure de Commerce de Bordeaux (Bordeaux Management School) and holds an MBA from Harvard University. Mr Pavlovsky began his career in 1987 as an Audit-Organisation consultant for Deloitte. In 1990, he joined the Chanel Group where he was Administrative and Fashion Director until 1998, then CEO in charge of Fashion (Haute-Couture, Ready-to-Wear, Accessories) until 2004. He has been President of Paraffection since January 2003, President of the Fashion business since January 2004, President of Chanel SAS since 2018 and President of Eres since July 2007. Bruno Pavlovsky is also Chairman of the French trade association Chambre Syndicale du Prêt-à-Porter des Couturiers et des Créateurs de Mode and Chairman of the Fondation de l'Institut Français de la Mode.

PRINCIPAL APPOINTMENTS OUTSIDE THE GROUP

- President of Global Fashion at Chanel
- President of Chanel SAS

OTHER CURRENT APPOINTMENTS

- Board member of Accor⁽¹⁾
- President of Chanel Coordination, A.C.T.3, Ateliers de May, Barrie France, Desrues, Eres, Établissements Bodin Joyeux, Gant Causse, Goossens Paris, Hugotag Ennoblement, Le Creuset d'Art, Lemarié, Les Ateliers de Verneuil-en-Halatte, Les Moulins de Riotord, Lesage Intérieurs, Lesage Paris, Maison Massaro, Maison Michel, Manufactures de Mode, Mégisserie Richard, Montex, Paloma, Paraffection, Partois, Tanneries Haas, Settelle, Orlebar Brown France, L'Atelier des Matières, Défiluxe SAS, 19M, Filatures du Parc, Ready To Care, Atelier Dynale, Nevold (formerly Célofilde), Domcia Production, Etablissements Gonthiez Frères, Tour2Main (formerly Maroquinerie de Juin), Marque Mod, Pavliaux, FilenAiguille (formerly Perséphone Couture), Beynat & Janniaux Maroquinié (formerly Maroquinerie de Champagne), PR 3, Société de Confection de Sully, Atelier H, Gabrielle Holding, Haspolo, Sophan, Paralliance, Arco Marketing, Edgard Hamon Manufacture, Manufactures des Trois Provinces (M3P), Maltier le Malletier, Monot, SAMB
- *Presidente Consiglio Amministrazione* of Vimar 1991 S.r.l. (formerly Biella Filatura S.r.l.), Conceria Gaiera Giovanni S.p.A. (Italy), Cellini 04 R.E. S.r.l. (Italy), Nillab Manifatture Italiane S.p.A. (Italy), Manufactures De Mode Italia S.r.l. (Italy), Conceria Samanta S.r.l. (Italy), Calzaturificio Gensi Group S.r.l. (Italy), FCL S.r.l. (Italy), Paima S.p.A. (Italy), FashionArt S.p.A. (Italy), Biseta S.p.A. (Italy), Mabi International S.r.l. (Italy), Chanel Coordination S.r.l. (Italy), Roveda S.r.l. (Italy), Immobili Rosmini S.r.l. (Italy), Grey Mer S.p.A., Newmal Lab S.r.l. (Italy), Campelli S.r.l. (Italy), Renato Corti S.r.l. (Italy)
- *President consejero* of Colomer Leather group s.l.u. (Spain)

- General Manager of N&B Société Civile, SCI N&B Terrasse, SCI N&B Saint Georges, SCI N&B Bassussary, SCI N&B Penthievre, SCI N&B Jardin Public, SCI N&B Duphot, SCI Odace, SCI Onurb, SCI Sarouleagain, SCI Sûrdesoie, SCI Manaso, SCI Jolimoy, SCI CépaduLUXE, SCI Veauldétour, SCI Ratafia, SCI N&B Anglet, SCI Brunic, Céabyzance
- Managing Director of Lizarrieta
- Manager of Eres Belgique SPRL (Belgium)
- Director of Chanel Limited (UK), Barrie Knitwear Limited (UK), Eres Fashion UK Limited (UK), Eres Paris S.L. (Spain), Orlebar Brown Limited (UK), International Metal & Jewelry Co., Ltd. (Thailand), Goossens UK Limited, Ultimate Yarns & Fibres Limited (UK), Vastrakala Exports Private Limited (India), Maison Michel UK Limited, Ultimate Yarns & Fibres Mongolia LLC (Mongolia), Metal Jewelry (Cambodia) Co., Ltd (Cambodia)
- Managing Director of Eres GmbH (Germany)
- President of Eres U.S. Inc. (USA)
- Board member of Tsagaan Yamaat Cashmere LLC (Mongolia)
- Member of the Strategy Committee of Étis Denis et Fils
- Supervisor of Manufactures de Mode Shanghai Management Consultancy (China)
- Representative of Eres (France), Manager of Eres Moda ve Lüks Tüketim Ürünleri Limited Sirketi (Turkey)
- Previous appointments (*held during the past five years and now ended*)
- President of Manufacture de Cuir Gustave Degermann, La Forme, Fyma Production, Coco, Borlis
- General Manager of Établissements Legeron Clerjeau Tissot, SCI Peau Luxe
- Member of the Strategy Committee of Les Moulins de Riotord, Tanneries Haas
- Manager of Eres Moda ve Lüks Tüketim Ürünleri Limited Sirketi (Turkey)

(1) Listed company.



MARC VERSPYCK

French nationality, 60 years old

Date first appointed to the Board of Directors: 22 July 2021

Date term of office expires: Shareholders' Meeting called to approve the 2027 financial statements

Business address: 21, avenue Georges V, 75008 Paris, France

Holds: 100 RC shares

Marc Verspyck is a graduate of ESCP and holds a DESS from the University of Paris-Dauphine. He began his career at Air Inter as a product manager, before heading up the ground handling division in 1994. Three years later, he joined the Group Finance department of Air France in the financing division, and in 2005 he became head of subsidiaries and equity investments. From 2007 to 2013, he was Senior Vice President, Corporate Finance of the airline and later on, from 2013 to 2019, Chief Operating Officer, Economy and Finance. He is a company director, has served as a representative on professional bodies and is the author of several articles on corporate finance.

In 2022-2023, he was Chief Financial Officer of the Redland group (Sipromad/Phenixya Thomson Broadcast/GatesAir). He joined the airline Amelia as Deputy Chief Executive Officer at the end of 2023.

OTHER CURRENT APPOINTMENTS

- Deputy CEO of Amelia
- President of Managabin SAS
- Member of the Supervisory Board of Aéroport de Bordeaux
- Chairman of the Audit-Compliance-Risk Committee

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- None

(1) Listed company.



ELIE HÉRIARD DUBREUIL

French nationality, 48 years old

Date first appointed as a Board member: 22 July 2021

Date term of office expires: Shareholders' Meeting called to approve the 2027 financial statements

Business address: Andromède SAS, 25, rue Balzac, 75008 Paris, France

Holds: 546 RC shares

A graduate of École Nationale de la Statistique et de l'Administration Économique (ENSAE), Elie Hériard Dubreuil began his career in structured finance and credit risk modelling at Fitch Ratings, before honing his expertise in investment banking at CDC IXIS and the Caisse d'Épargne Group. For more than 12 years, he held various global positions at S&P Global, where he was responsible for ratings and methodology for sovereigns, supranational bodies and financial institutions. In 2018 and 2019, he co-managed Beyond Ratings, an innovative rating agency integrating sustainable development, before taking over the management of EthiFinance, a European rating, research and consulting agency supporting sustainable finance.

In July 2022, Elie Hériard Dubreuil became President of Andromède SAS.

PRINCIPAL APPOINTMENT OUTSIDE THE GROUP

- President of Andromède SAS

OTHER CURRENT APPOINTMENTS

- Vice-Chairman of the Board of Directors of Oeneo SA ⁽¹⁾
- Chairman of the CSR Committee of Oeneo SA ⁽¹⁾
- Chairman of the Supervisory Board of EthiFinance SAS
- Chairman of the Board of EthiFinance Ratings SL
- Chairman of the Rémy Cointreau CSR Committee ⁽¹⁾
- Member of the Rémy Cointreau Nomination and Remuneration Committee ⁽¹⁾
- Board member of MdGroup (Microdrones)
- Board member of Orpar SA
- Deputy Chief Executive Officer and Board member of Beauregard Holding
- Chairman of the Irini association
- Board member of Koosmik Corp.
- Non-voting member of the Strategy Committee of Delair SAS

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- Non-voting Board member of Oeneo SA ⁽¹⁾
- President of Qivalio and EthiFinance SAS
- Deputy Chief Executive Officer of Andromède SAS

(1) Listed company.



ORPAR SA

Date first appointed to the Board of Directors: 26 July 2016

Date term of office expires: Shareholders' Meeting called to approve the 2028 financial statements

Business address: Rue Joseph-Pataa, Ancienne Rue de la Champagne – 16100 Cognac, France

Orpar holds: 22,619,410 RC shares

Orpar is the Group's main shareholder. At 31 March 2026, it held more than one-third of Rémy Cointreau's share capital and more than 45% of its voting rights (1). Orpar's permanent representative is Jérôme Bosc.

With an MBA in Hospitality Management earned as part of a double degree from Cornell University (United States) and ESSEC, Jérôme Bosc began his career in consulting at Accenture, working on various assignments in France and abroad. In 2008, he joined CBRE, a leading player in commercial real estate, to head the consulting department for large users. At the same time, Jérôme Bosc earned a Master's degree in real estate management from ESSEC in 2012 and became a member of the Royal Institution of Chartered Surveyors (RICS). In 2016, he left CBRE to found Alboran. This group is developing a portfolio of hotels and offers a complete platform of services to the hospitality industry, from investment to the operation of properties. The group currently owns and operates a portfolio of 29 hotels in France.

OTHER CURRENT APPOINTMENTS

- Chairman of the Board of Directors of Andromède SAS
- President of the Alboran Hotel Group and its subsidiaries
- President of Atrim
- President of Jecibo
- General Manager of Jecimo 1, Jecimo 2 and Loumane

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- None

(1) Listed company



ALAIN LI

French and Hong Kong nationality, 65 years old

Date first appointed to the Board of Directors: 21 July 2022

Date term of office expires: Shareholders' Meeting called to approve the 2028 financial statements

Business address: 6F, Jardine House, 1 Connaught Place, Hong Kong

Holds: 500 RC shares

A graduate of City, University of London, with a degree in economics and accounting and a Fellow of The Institute of Chartered Accountants in England and Wales, Alain Li began his career at Bristol Myers as a financial analyst, and was later appointed Project Manager in Japan. Three years later, after serving at GE as Financial Controller Europe, he joined the Group Finance department of RISO EMEA before taking over as Chairman. In 2001, he became Chief Financial Officer and Chairman of IDT International before joining Richemont in 2006 as CEO of APAC.

OTHER CURRENT APPOINTMENTS

- President of the French Chamber of Commerce in Hong Kong
- Senior Advisor at SIA Partners
- Member of the Board of Directors of Las Vegas Sands
- Member of the Board of Directors of Dynasty Fine Wines Group Limited
- Member of the International Advisory Council (China) of Singapore Management University
- Member of the Board of Directors and trustee of Laureus Sport for Good (Hong Kong) Limited

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- Member of the Advisory Board of Phillips Asia



SONIA BONNET-BERNARD

French nationality, 63 years old

Date first appointed to the Board of Directors: 20 July 2023

Date term of office expires: *Shareholders' Meeting called to approve the 2026 financial statements*

Business address: 60 rue de Longchamp, 92200 Neuilly sur Seine, France

Holds: 200 RC shares

A graduate of the University of Paris IX-Dauphine in accounting and finance, Sonia Bonnet-Bernard began her career at Salustro in 1985, followed by Constantin in New York (1989-1990). A specialist in national and international accounting standards, she was Director of International Relations at the Ordre des experts-comptables, France's professional organisation of chartered accountants (1990-1996) and then General Delegate of the Arnaud Bertrand Committee (now the department of public interest entities at the French Institute of Statutory Auditors, or CNCC), coordinating the positions of the major audit firms in France (1996-1997).

She has been a lecturer at the University of Paris IX-Dauphine (general accounting) and at the IAE de Poitiers (comparative accounting).

In 1998, Sonia Bonnet-Bernard joined Ricol Lasteyrie Corporate Finance as a managing partner, in charge of independent appraisal, valuation, accounting consultancy and litigation support.

She became a partner at EY following the merger in 2015 between Ricol Lasteyrie Corporate Finance and the EY Group.

In May 2020, she set up A2EF, a company specialising in independent financial appraisal and valuation. She is a chartered accountant, statutory auditor, sustainability auditor and a legal expert with the Paris Court of Appeal.

PRINCIPAL APPOINTMENT OUTSIDE THE GROUP

- Chairwoman: A2EF (Associés en Évaluation et Expertise Financière)

OTHER CURRENT APPOINTMENTS

- Board member: Crédit Agricole SA - Chairwoman of the Audit Committee - Member of the Risk Committee
- Board member: Crédit Agricole CIB - Chairwoman of the Audit Committee - Member of the Risk Committee - Member of the Appointments and Governance Committee
- Chairwoman: Ima France
- Honorary Chairwoman and Board member: Société Française des Évaluateurs (SFEV)
- Vice-Chairwoman: Professional Association of Independent Experts (APEI)

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- None



DOMINIQUE HÉRIARD DUBREUIL

French nationality, 79 years old

Date first appointed to the Board of Directors: 7 September 2004

Date term of office expires: July 2026

Business address: Andromède SAS – 25, rue Balzac – 75008 Paris, France

Holds: 2,884 RC shares

Dominique Hériard Dubreuil is a Public Relations graduate of IRPCS and has been a corporate officer of the Company since December 1991. She was notably Chairwoman of the Board of Directors of Rémy Cointreau ⁽¹⁾ from 1998 to 2000, Chairwoman of the Management Board from 2000 to 2004, and then Chairwoman of Rémy Cointreau's Board of Directors again ⁽¹⁾ from 2004 to 2012. Dominique Hériard Dubreuil is a Commander of the Legion of Honour and a Commander of the National Order of Merit.

PRINCIPAL APPOINTMENTS OUTSIDE THE GROUP

- Board member of Andromède SAS
- Member of the Governance Committee of Andromède SAS

APPOINTMENTS WITHIN THE RÉMY COINTREAU GROUP

- President of the Rémy Cointreau Foundation
- Member of the CSR Committee of Rémy Cointreau SA ⁽¹⁾

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- Board member of Bolloré SE ⁽¹⁾
- Board member of Orpar SA
- Member of the Supervisory Board of Quivalo/EthiFinance
- President of E. Rémy Martin & C° SAS
- President of Cointreau SAS
- Representative of E. Rémy Martin & C° SAS, President of Domaines Rémy Martin SAS
- Chairwoman of the CSR Committee of Rémy Cointreau SA ⁽¹⁾
- Board member of Fondation 2^{ème} Chance
- Director of Mount Gay Holding

(1) Listed company.



MARC HÉRIARD DUBREUIL

French nationality, 74 years old

Date first appointed to the Board of Directors: 7 September 2004

Date term of office expires: Shareholders' Meeting called to approve the 2026 financial statements

Business address: Andromède SAS – 25, rue Balzac – 75008 Paris, France

Holds: 110 RC shares

A graduate of ESSEC, Marc Hériard Dubreuil began his career at General Food and Leroy Somer. He was notably Chairman of Rémy Martin and Rémy & Associés, then Chief Executive Officer of Rémy Cointreau⁽¹⁾ from 1990 to 2000. He served as Chairman and Chief Executive Officer of Oeneo SA⁽¹⁾ from 2004 to 2014 and then as Chairman of the Board of Directors of Oeneo SA from November 2014 to October 2016. Marc Hériard Dubreuil was Chairman of the Board of Directors of Rémy Cointreau from 2017 to 2022.

PRINCIPAL APPOINTMENTS OUTSIDE THE GROUP

- Non-voting Board member of Andromède SAS
- Non-voting Board member of Oeneo SA⁽¹⁾
- Chairman of LVL 2 SAS

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- Chairman of the Board of Directors of Rémy Cointreau SA
- Chairman of the Board of Directors of Webster USA, Inc.
- Chief Executive Officer of Andromède SAS
- Board member of Oeneo⁽¹⁾
- Vice-Chairman, Deputy Chief Executive Officer and Board member of Orpar SA
- Non-Executive President of Rémy Cointreau Amérique Inc.
- President of Rémy Cointreau USA Inc.

(1) Listed company.



NICOLAS HÉRIARD DUBREUIL

French nationality, 48 years old

Date first appointed to the Board of Directors: 22 July 2025

Date term of office expires: July 2026

Business address: 17 rue Augier, 16100 Cognac, France

Holds: 1,499 RC shares

Nicolas Hériard Dubreuil began his career in strategy consulting after completing a degree in engineering at Télécom Paris in 2002, followed by an MBA at INSEAD in 2007. After gaining entrepreneurial experience, Nicolas joined the Rémy Cointreau Group in 2010 where he took on the position of Products and Estates Director for Rémy Martin in 2013. In 2016, he was appointed Chief Executive Officer of the Oeneo Group, becoming Chairman of the Board of Directors on 1 November 2020.

OTHER CURRENT APPOINTMENTS

- Chairman of the Board of Directors of Oeneo⁽¹⁾
- Board member of Andromède SAS
- President of Domaine Saint Michel de Grandmont
- President of Sénevé Participations
- President of Sénevé Investissements
- Chief Executive Officer of Financière de Nonac 2
- Board member of L'Arche en Charente
- Board member of Via Caritatis

- Board member of Cassano le chêne Gaulois
- Chairman of the Ensemble Scolaire Sainte-Thérèse association
- Board member of the Association des amis de l'abbaye de Bassac

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- Chief Executive Officer of Oeneo⁽¹⁾
- Board member of Sites d'Exception en Languedoc

(1) Listed company.

Independence of the Board of Directors

The process of assessing the independence of the Company's Board members is implemented by the Nomination and Remuneration Committee. On the proposal of this committee, once a year the Board of Directors reviews the situation of each Board member based on the independence criteria set out in the AFEP-MEDEF Code.

A Board member is classified as independent when he or she has no relationship of any kind with the Company, its Group or its management that may interfere with his or her freedom of judgement.

On 3 June 2026, the Board of Directors adopted the following list of Board members classified as independent as at 31 March 2026:

Hélène Dubrule, Sonia Bonnet-Bernard, Jessica Spence, Pierre Bidart, Bruno Pavlovsky, Marc Verspyck, Alain Li.

The table below summarises the results of the process of assessing the independence of Board members (excluding non-voting Board members) based on the criteria set out in the AFEP-MEDEF Code.

	Employee or Executive Director	Absence of cross- directorship s	Business relationship s	Family ties	Statutory Auditors	12 years on the Board	Classification
Marie-Amélie de Leusse	Yes	Yes	No	Yes	No	No	Non-independent
Caroline Bois	Yes	Yes	No	Yes	No	No	Non-independent
Sonia Bonnet-Bernard	No	Yes	No	No	No	No	Independent
Elie Hériard Dubreuil	Yes	Yes	No	Yes	No	No	Non-independent
Hélène Dubrule	No	Yes	No	No	No	No	Independent
Laure Hériard Dubreuil	No	Yes	No	Yes	No	Yes	Non-independent
Jessica Spence	No	Yes	No	No	No	No	Independent
Bruno Pavlovsky	No	Yes	No	No	No	No	Independent
Pierre Bidart	No	Yes	No	No	No	No	Independent
Marc Verspyck	No	Yes	No	No	No	No	Independent
Orpar SA (represented by Jérôme Bosc)	Yes	Yes	No	Yes	No	No	Non-independent
Alain Li	No	Yes	No	No	No	No	Independent

The Board of Directors is regularly informed of the independence status of each of its members.

Changes in the composition of the Board of Directors and committees after the Shareholders' Meeting of 21 July 2026

At its meeting of 3 June 2026, the Board of Directors, on the recommendation of the Nomination and Remuneration Committee, decided to submit the following resolutions regarding the composition of the Board to the Shareholders' Meeting of 21 July 2026:

Renewal of the terms of office of two Board members

- Sonia Bonnet-Bernard as an independent Board member;
- Laure Hériard Dubreuil as a Board member representing the reference shareholder.

Their terms of office would be renewed for a period of three years, i.e. expiring at the end of the Shareholders' Meeting called to approve the financial statements for the financial year ending 31 March 2029.

Sonia Bonnet-Bernard, 63 years old, is a chartered accountant, statutory auditor, sustainability auditor and a legal expert with the Paris Court of Appeal. Since 20 July 2023, the date she was first appointed, she has served as an independent member of the Board of Directors and of the Audit-Finance Committee, becoming Chairwoman of that committee on 18 July 2024.

The Board of Directors believes that Sonia Bonnet-Bernard's involvement in the work of the Board of Directors and in particular the work of the Audit-Finance Committee, which she chairs, her strong understanding of the Group's issues and strategy, her solid experience in accounting and audit, risk monitoring and management, and in-depth understanding of financial mechanisms in international environments make her well-equipped to continue in her role as an independent Board member.

If she is reappointed as a Board member, Sonia Bonnet-Bernard will continue to serve as Chairwoman of the Audit-Finance Committee.

Laure Hériard Dubreuil, 48 years old, is founder of The Webster stores, a high-end multi-brand fashion retail concept based in the United States, and Chairwoman and CEO of FG Webster Florida Inc. She has been a member of Rémy Cointreau's Board of Directors since 26 July 2011. The Board of Directors believes that her wide-ranging expertise in the luxury sector and in-depth understanding of e-commerce, the international perspective afforded to her by her work with global brands, her knowledge of the challenges facing listed family-owned companies and her international management

experience make her well-equipped to continue in her role as a Board member.

As a representative of the reference shareholder, Laure Hériard Dubreuil does not qualify as an independent Board member.

A biography of these Board members (including details of the appointments held) is provided on pages 183 and 191 of this document.

Composition of the committees of the Board of Directors after the Shareholders' Meeting of 21 July 2026

At the end of the Shareholders' Meeting of 21 July 2026 and subject to the approval of the resolutions put to a vote, the Board of Directors will be composed of 12 Board members and three non-voting Board members and will have the following characteristics (excluding non-voting Board members):

- the percentage of independent members on the Board of Directors (58%) will remain higher than that recommended by the AFEP-MEDEF Code, particularly for a company with a reference shareholder; and
- the percentage of women (50%) will be in line with the legal requirement of at least 40%.

The composition of the Board of Directors' committees will remain unchanged.

OVERVIEW OF THE COMMITTEES AT 21 JULY 2026

AUDIT-FINANCE COMMITTEE

4 members
75% independent

Sonia Bonnet-Bernard ♦★
Caroline Bois
Marc Verspyck ♦
Pierre Bidart ♦

NOMINATION AND REMUNERATION COMMITTEE

4 members
50% independent

Bruno Pavlovsky ♦★
Caroline Bois
Alain Li ♦
Elie Hériard Dubreuil

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

4 members
50% independent

Elie Hériard Dubreuil ★
Jessica Spence ♦
Hélène Dubrule ♦
Dominique Hériard Dubreuil

♦ Independent Board member ★ Chairman/Chairwoman

3.2.3 OPERATION OF THE BOARD OF DIRECTORS

The operation of the Board of Directors and committees is primarily governed by internal regulations. The regulations can be found on the Company's website.

3.2.3.1 Operating procedures

Notification of Board of Directors' meetings

The schedule of Board of Directors' meetings for the following year is agreed among the Board members at the June meeting of the Board of Directors, at the latest. The members of the Board of Directors are subsequently notified of each meeting by email, approximately eight days in advance.

The Statutory Auditors are invited to attend the meetings of the Board of Directors called to examine the interim and annual financial statements.

Information provided to Board members

Board members are provided with all the necessary documents and information at least eight days prior to meetings of the Board of Directors and its committees, subject to confidentiality requirements.

In the case of Board meetings, the documents and information include a large financial and commercial analysis report which provides, in great detail, all of the data required to give Board members a deep understanding of the Rémy Cointreau Group's activities, performance and prospects.

In order for Board members to carry out their role, it is fundamentally important that they receive regular information prior to meetings. As such, the Chairman of the Board of Directors verifies that senior management provides Board members with permanent and unlimited access to strategic and financial information. This includes information on the Company's cash flow and liquidity position, its commitments, market trends, competition and key issues, including corporate social responsibility, which the Board members require in order to discharge their duties under the best possible conditions.

On the basis of the information provided, Board members can request any clarifications or further details they deem necessary. Board members undertake to keep the information provided strictly confidential. Board members are subject to a code of professional secrecy, particularly with regards to non-public information acquired during the course of their work.

Outside of Board of Directors' meetings, Board members regularly receive all significant information relating to the Company and the Group, in particular operating reports compared against the budget, and are alerted to any event or development that may have a material impact on operations or on information previously submitted to the Board.

They also receive press releases issued by the Company as well as key press articles and financial analysis reports.

Board members may meet the main Group managers without the corporate officer(s) being present, on the condition that they make a prior request to the Chairman of the Board of Directors.

Board members must devote the necessary time and attention to their duties and if offered a new position, must consider whether accepting it would prevent them from fulfilling this responsibility.

Meetings

Board of Directors' meetings are generally held in Paris, at the administrative registered office. However, the Board of Directors may hold meetings in other locations, in France or another country, at the Chairman's request.

Board of Directors' meetings may be held by videoconference and/or teleconference. The technical resources used must enable Board members to be identified and ensure that they are able to participate effectively.

Attendance by videoconference is not allowed for meetings devoted to the approval of the annual and consolidated financial statements, or the Company and Group management reports.

Minutes of meetings

Minutes are prepared after each Board meeting. A draft of these minutes is sent to Board members when they are invited to the subsequent meeting, where they will be approved.

Transparency rules

Upon taking office, and then on a regular basis during their term, Board members receive information on the documentation published by the French Financial Markets Authority (Autorité des marchés financiers, AMF) for executives of listed companies, setting out their personal obligations with respect to Company shares.

Board members must hold in registered form or deposit all shares that they hold, or which are held by their spouses from whom they are not legally separated or by their unemancipated minor children, and that are issued by the Company, its subsidiaries, the company of which it is a subsidiary or other subsidiaries of that company.

Each Board member must hold a minimum of 100 shares.

The Board members, Chief Executive Officer and members of the Executive Committee are regularly informed of the provisions of Article L. 621-18-2 of the French Monetary and Financial Code and the Articles of the AMF General Regulation that have a direct bearing on them. Board members must therefore directly declare to the AMF, within three business days of the date of the transaction, any purchase, sale, subscription or exchange of equity securities, debt securities or securities convertible to equity of the Company, as well as any transactions in derivatives or related transactions. In addition to Board members, the Chief Executive Officer and members of the Executive Committee, this rule applies to all individuals or legal entities related to them in accordance with the applicable regulations. This also applies to transactions carried out by their spouses from whom they are not legally separated or civil partners under French legislation, dependent children, any other relative living with them for at least a year as of the date of the transaction in question, or any legal entity the managerial responsibilities of which are discharged by any of the aforementioned persons, which is directly or indirectly controlled by that person, which was set up for his or her benefit, or the majority of the economic benefits of which flow to that person.

Finally, Board members must make themselves aware of periods during which they must not trade in the Company's shares and of their general obligations towards the market under the applicable regulations.

For this purpose, in accordance with AMF recommendations, the Board members, Chief Executive Officer and Executive Committee members must refrain from trading in the Company's shares for 30 calendar days prior to the issuance by Rémy Cointreau of a press release on its annual and interim results and 15 calendar days prior to the publication of its quarterly financial information. Outside these closed periods, the Board members, Chief Executive Officer and members of the Executive Committee must not trade in the Company's shares if they have insider information.

Board members must inform the Board of Directors as soon as they become aware of any conflict of interest or potential conflict of interest and abstain from taking part in deliberations and corresponding votes. In the case of a permanent conflict of interest, the Board member must resign.

Stock Market Code of Ethics and Rumour Management Manual

At its meeting on 28 March 2017, the Board of Directors adopted a Stock Market Code of Ethics relating to the confidentiality of information and the prevention of insider trading within the Rémy Cointreau Group. The code reminds the Group's employees of the laws and regulations in force, the penalties for non-compliance and the implementation of preventive measures to enable everyone to invest in compliance with market integrity rules.

To this end, the Board of Directors decided to set up an "Insiders Committee" composed of the Group's Chief Executive Officer, Chief Financial Officer and a compliance officer.

The Stock Market Code of Ethics is available on the Group's website.

At the same meeting, the Board of Directors also adopted a Rumour Management Manual to inform members of the Insiders Committee of the applicable regulations and best practices to follow in the event of market rumours about the Company or the Rémy Cointreau Group in general.

3.2.3.2 Duties of the Board of Directors

Role and powers of the Board of Directors

The Board of Directors is a collegiate body, in that Board members collectively exercise the roles conferred on the Board by law. Board members do not have any individual powers, apart from the Chairman, by virtue of the role and powers conferred by the articles of association and the internal regulations of the Board of Directors.

The role of the Board of Directors is to determine, on the proposal of the Chief Executive Officer, the strategic, economic and financial

direction of the Company and its Group and to oversee its implementation. It regularly reviews, in line with the strategic guidelines, opportunities and risks such as financial, legal, operational, social and environmental risks as well as the measures taken in response. The Board determines, on the recommendation of senior management, the multi-year strategic guidelines for corporate social responsibility, together with an action plan and the timeframes within which these actions will be carried out. Each year, it reviews the results obtained and the need, if any, to adapt the action plan or to modify the objectives in view of changes in the Company's strategy, technologies, shareholder expectations, and the economic capacity to implement them.

The Board of Directors may be involved in any matters pertaining to the operation of the Company and its Group and may ask senior management to report and/or submit proposals on such matters. In this regard, the Board of Directors retains all decision-making powers.

The Board of Directors may perform or commission any audits and checks that it deems appropriate.

The Board approves the investment and divestment transactions planned by senior management involving amounts in excess of €10 million, as well as any significant transactions outside the Company's strategy.

The Board of Directors is informed of the Company's financial position, cash flow, commitments and liquidity position.

The Board ensures that shareholders and investors receive relevant, balanced and informative information regarding the Company's business model, attention to non-financial issues and long-term outlook in the financial statements approved by and the reports published by the Board, and at the time of any major transaction.

Lastly, it is committed to promoting long-term value creation by the Company, taking into account social and environmental issues relating to its activities.

It reports to the Shareholders' Meeting on how the Board of Directors prepared and organised its work, the internal control and risk management procedures put in place by the Company, the limitations that the Board of Directors has placed on the powers of the Chief Executive Officer, the specific arrangements relating to shareholder participation at Shareholders' Meetings, and the principles and rules governing the compensation and benefits granted to corporate officers.

The Board of Directors may appoint non-voting Board members directly, without ratification by the Shareholders' Meeting. Non-voting Board members examine issues that the Board of Directors or its Chairman submits for their consideration. Non-voting Board members are invited to Board meetings in the same way as full Board members. They attend these meetings and take part in deliberations in a consultative role. However, their absence does not affect the validity of the proceedings.

Role and powers of the Chairman of the Board of Directors

The Chairman of the Board of Directors organises and presides over the Board's work, reporting on this to the Shareholders' Meeting.

He or she is responsible for the effective operation of the Company and ensures, in particular, that Board members are able to discharge their duties.

He or she also ensures that senior management fully exercises the responsibilities delegated to it by law, by the articles of association and by these regulations.

The Chairman periodically, and at least once a year, includes on the Board's agenda a review of the budget, the Group's industrial strategy, market trends, the competitive environment and the main issues at stake, including in the field of ethics and the Group's corporate social responsibility, the Group's financial and non-financial strategy and its policy on equality in the workplace and equal pay.

The Board of Directors delegates the Group's public communications to the Chairman, who liaises closely with the Chief Executive Officer. The Chair may appoint any representative of his or her choice for specific subjects. He or she reports regularly to the Board on the performance of his or her duties.

3.2.4 ACTIVITIES OF THE BOARD OF DIRECTORS AND SPECIALISED COMMITTEES

During the financial year ended 31 March 2026, the Board of Directors met eight times. Board meetings lasted for three hours on average. The attendance rate was 96%.

The Board of Directors routinely meets without the Chief Executive Officer the day before a Board meeting.

INDIVIDUAL BOARD MEMBERS' ATTENDANCE AT MEETINGS OF THE BOARD OF DIRECTORS AND COMMITTEES DURING THE 2025-2026 FINANCIAL YEAR

Board attendance	03/04/2025	03/06/2025	22/07/2025	25/09/2025	28/10/2025	26/11/2025	23/01/2026	31/03/2026
Marie-Amélie de Leusse	X	X	X	X	X	X	X	X
Caroline Bois	X	X	X	X	X	X	X	X
Elie Hériard Dubreuil	X	X	X	X	X	X	X	X
Hélène Dubrule	X	X	X	X	X	X	X	X
Pierre Bidart	X	X	X	X	X	X	X	X
Laure Hériard Dubreuil	X	X	X	no	X	X	X	no
Olivier Jolivet (term of office ended on 22/07/2025)	X	X	no	no	no	no	no	no
Jessica Spence (term of office began on 22/07/2025)	no	no	X	X	X	X	X	no
Bruno Pavlovsky	X	X	X	X	no	X	X	X
Marc Verspyck	X	X	X	X	X	X	X	X
Alain Li	X	X	X	X	X	X	X	X
Orpar SA (Marc Hériard Dubreuil followed by Jérôme Bosc)	X	X	X	X	X	X	X	X
Sonia Bonnet-Bernard	X	X	X	X	X	X	X	X
Dominique Hériard Dubreuil	X	X	X	X	X	X	X	X

Board attendance	03/04/2025	03/06/2025	22/07/2025	25/09/2025	28/10/2025	26/11/2025	23/01/2026	31/03/2026
François Hériard Dubreuil - Non-voting Board member (term of office ended on 22/07/2025)	X	X	no	no	no	no	no	no
Nicolas Hériard Dubreuil - Non-voting Board member (term of office began on 22/07/2025)	no	no	X	X	X	X	no	no
Jérôme Bosc - Non-voting Board member (term of office ended on 22/07/2025)	X	X	no	no	no	no	no	no
Marc Hériard Dubreuil - Non-voting Board member (term of office began on 22/07/2025)	no	no	X	X	X	X	X	no

**ATTENDANCE AT MEETINGS -
WITHOUT NON-VOTING BOARD
MEMBERS**

100 100 100 91.66 91.66 100 100 83.33

Audit-Finance	30/04/2025	02/06/2025	29/10/2025	25/11/2025	21/01/2026
Sonia Bonnet-Bernard	X	X	X	X	X
Caroline Bois	X	X	X	X	X
Marc Verspyck	X	X	X	X	X
Pierre Bidart	X	X	X	X	X
ATTENDANCE	100	100	100	100	100

Nomination and Remuneration	02/04/2025	12/05/2025	02/06/2025	11/07/2025	25/11/2025	21/01/2026	20/03/2026
Bruno Pavlovsky	X	X	X	X	X	X	X
Caroline Bois	X	X	X	X	X	X	X
Olivier Jolivet (term of office ended on 22/07/2025)	X	X	X	no	no	no	no
Alain Li (term of office began on 22/07/2025)	no	no	no	no	X	X	X
Elie Hériard Dubreuil	X	X	X	X	X	X	X
ATTENDANCE	100	100	100	75	100	100	100

CSR	02/04/2025	02/06/2025	21/01/2026
Dominique Hériard Dubreuil	x	x	x
Elie Hériard Dubreuil	x	x	x
Olivier Jolivet (term of office ended on 22/07/2025)	x	x	no
Jessica Spence (term of office began on 22/07/2025)	no	no	x
Hélène Dubrule	x	x	x
ATTENDANCE	100	100	100

A monthly consultation committee between the representatives of the reference shareholder, the Chairman of the Board of Directors and the Chief Executive Officer examines any issues affecting the smooth running of the Company in line with the strategic direction set by the Board of Directors and plays a useful role in preparing the Board of Directors' work. In any event, the Board of Directors remains the sole decision-making body.

With regards to its main areas of competence, the Board of Directors debated and ruled on the following items in particular:

Corporate governance

In particular, the Board of Directors, on the basis of the work of the Nomination and Remuneration Committee:

- asked the Shareholders' Meeting of 22 July 2025 to renew the terms of office of Hélène Dubrule, Alain Li, Marie-Amélie de Leusse and Orpar SA, and to appoint Jessica Spence for a period of three years;
- reappointed Dominique Hériard Dubreuil and appointed Nicolas Hériard Dubreuil and Marc Hériard Dubreuil as non-voting Board members for a period of one year;
- appointed Jessica Spence to the CSR Committee and Alain Li to the Nomination and Remuneration Committee, replacing Olivier Jolivet;
- noted the appointment of Jérôme Bosc as permanent representative of Orpar SA, replacing Marc Hériard Dubreuil;
- approved the list of independent Board members at 31 March 2026;
- carried out an assessment of its operation;
- deliberated on the composition of its specialised committees;
- took note of the minutes reported by the Chairs of each specialised committee;
- approved changes in the Group's organisation aimed at increasing efficiency and agility in the context of the launch of the RC Forward transformation plan;
- reviewed the policy for increasing the number of women in management bodies and gender balance within the 10% of positions with the highest levels of responsibility;
- approved the compensation packages of the Chairman of the Board of Directors and the Chief Executive Officer for the 2025-2026 financial year and set their compensation policy for the 2026-2027 financial year;
- reviewed the policy for allocating Board members' compensation;
- awarded long-term performance shares (2026 Plan) to the Chief Executive Officer and other beneficiaries;
- reviewed the rate of achievement of the performance criteria (COP growth and reduction in CO₂ emissions) related to the performance share plan authorised by the Board of Directors on 13 January 2022.

The Group's strategy

The Board of Directors devoted a full day to strategic matters.

In particular, the Board of Directors:

- approved the ambitious transformation plan "RC Forward", aimed at regaining market momentum and maximising the potential of the Group's brands, focusing on five strategic levers;
- also approved organisational changes aimed at improving efficiency and agility;
- approved the conclusion between the Chinese authorities and certain cognac producers of a "price undertaking agreement" on imports of eaux-de-vie distilled from grapes in containers of less than 200 litres originating from the European Union, as part of the

anti-dumping investigation initiated by the Chinese Ministry of Commerce (MOFCOM) on 5 January 2024. Under this agreement, certain cognac players have agreed to adhere to a minimum import price in China. In return, the "definitive" anti-dumping duties that were to be imposed on European exports will not be applied (for reference, the official "provisional" rate was 38.1% for Rémy Cointreau's Cognac division from 11 October 2024, secured by a bank guarantee, and was reduced to 34.3% in the definitive version);

- noted the agreement reached between the United States and the European Union introducing a 15% tariff rate with effect from 1 August 2025 (compared with the 30% originally proposed), and updated the assumptions for the 2025-2026 financial year accordingly;
- reviewed the Group's acquisition and M&A strategy;
- approved the acquisition by Rémy Cointreau Corporate Ventures, a corporate venture fund set up by Rémy Cointreau in 2024, of a minority stake in JNPR, an innovative French brand specialising in alcohol-free spirits. This investment is aligned with Rémy Cointreau's strategy of anticipating and testing new consumption trends, such as the rise of alcohol-free alternatives, which are experiencing strong growth in France and internationally;
- took note of the strategic presentations by the members of the Executive Committee relating to the House of Rémy Martin, the Liqueurs division and the situation regarding the markets in China and the United States;
- took note of a study on the performance of the Group brands in a competitive environment and the major trends in the spirits industry;
- reviewed the Talent Development and Human Resources policy within Rémy Cointreau;
- reviewed the strategies and performance of the competition and the Group's relative positioning;
- reviewed the issues associated with Rémy Cointreau's financial reporting;
- at each meeting, reviewed the Group's activity and results, sales generated by division, geographic area and brand and gains in market share, thus keeping the Company's Board members constantly up to date with the Company's situation and challenges.

Financial statements and budget

In particular, the Board of Directors, on the basis of the work of the Audit-Finance Committee:

- approved the Group's consolidated financial statements and the company financial statements for the financial year ended 31 March 2026, based on a report from the Audit-Finance Committee and the Statutory Auditors' work;
- set the appropriation of the 2024-2025 income proposed to the Shareholders' Meeting and decided to distribute a dividend of €1.50 per share in cash;
- set the issue price of new shares for the payment of the dividend in shares;
- reviewed the interim consolidated financial statements for the period ended 30 September 2025;
- monitored performance in comparison with the budget;
- reviewed the financial communication relating to Q2 2025-2026 sales and approved the revised assumptions for 2025-2026;
- adopted the budget for the 2026-2027 financial year;
- reviewed the Group's hedging policy;
- reviewed the Group's liquidity position and credit rating and approved an initial Schuldschein private placement, for a total of €200 million;
- renewed the authorisation granted to the Chief Executive Officer to issue sureties, endorsements and guarantees;

- examined changes in the Company's main risks and the associated action plans;
- duly noted the work of the Audit-Finance Committee in connection with the progress of Rémy Cointreau's Sapin II compliance plan and the internal audit plan.

Corporate Social Responsibility

Based on the work of the Corporate Social Responsibility Committee, the Board examined in particular:

- the implementation of the CSR strategy and compliance with the objectives;
- the reporting of key performance indicators for the carbon assessment, regular updates on the implementation of CSRD reporting and the monitoring of the roll-out of circular economy actions;
- a presentation of the results of audits and ratings undergone by the Group, as well as awards received by it;
- a presentation of the new risk mapping methodology, harmonised across the various functions;
- a presentation of the CSR budget and follow-up of the Group's climate actions;
- a report on the results of scientific risk assessments relating to climate, biodiversity and water, and regulatory developments impacting the Group;
- the non-discrimination and diversity policy, particularly as regards the balanced representation of women and men on the management bodies and beyond, as well as the equal pay policy within the Group.

Related-party agreements

The Board of Directors:

- reviewed the related-party agreements entered into and authorised in prior financial years and whose performance continued in the 2025-2026 financial year;
- examined the internal procedure for evaluating ordinary agreements entered into on arm's-length terms and concluded that this procedure complied with legal provisions and that no changes were necessary.

For more details about the related-party agreements and commitments, see section 8.2.

3.2.4.2 Activities of the specialised committees of the Board of Directors

The Board of Directors has set up three specialised committees to examine specific matters within its remit in greater depth:

- Audit-Finance Committee;
- Nomination and Remuneration Committee;
- Corporate Social Responsibility Committee.

These committees are established to examine and prepare certain matters to be discussed and to give recommendations or advice to the Board of Directors. Their overall objective is to improve the relevance of the information provided to the Board of Directors and the quality of its deliberations. In no way are they a substitute for the Board of Directors. The recommendations of the committees are presented to the Board of Directors as part of the reports made to the Board meeting by their respective Chairs.

The Board of Directors defines the composition and duties of these committees. The Board appoints a member of each committee as Chairman.

The committees may have regulations specifying their duties and modes of operation, but in the absence of specific regulations, the provisions of the internal regulations of the Board of Directors govern the duties and modes of operation of each of these committees.

In carrying out their duties, the committees may interview Group executives and Statutory Auditors after having informed the Chairman of the Board. The Board of Directors may grant special mandates to third parties for one or more specific purposes, at the request of these committees. Their compensation is then set by the Board of Directors. The committees must report back to the Board of Directors on the advice and opinions received from such third parties.

The committees do not interact directly with Executive Committee members, but one of the members of the Executive Committee attends the meetings of the committee that addresses topics relating to his or her role. He or she prepares and makes available all documentation required for the committee's work. The Audit-Finance Committee may request interviews with the Statutory Auditors without senior management being present.

The Chairman of the Board may attend any committee meeting.

The secretarial duties of each committee are performed by a person designated by or with the agreement of the Chairman.

3.2.4.3 Audit-Finance Committee

Members of the Audit-Finance Committee have the required financial and accounting skills by virtue of their professional experience and their sound knowledge of the Group's accounting and financial procedures (see biographies on pages 182, 184, 187 and 191).

Composition

Chairwoman: Sonia Bonnet-Bernard

Members: Caroline Bois, Pierre Bidart, Marc Verspyck

Number of independent members: three

Duties

Internal regulations of the Board of Directors concerning the duties of the Audit-Finance Committee

The duties of the Audit-Finance Committee are as follows:

- review of the annual and interim financial statements and quarterly sales and ensuring the appropriateness and consistency of the accounting policies used;
- monitoring of the financial reporting process;
- review of debt and bank covenants;
- valuation and monitoring of intangible assets;
- inventory valuation;
- off-balance sheet commitments;
- application of IFRS accounting standards;
- Group financial and tax policy;
- review of risk mapping and the principal risks (litigation, receivables, intangible assets);
- review of the financial impact of non-financial risks (environmental, social, societal);
- internal control procedure;
- internal audit action plan, recommendations and follow-up actions, notably the implementation of a corruption prevention and detection system;

- to be informed of any material failure or weakness in internal control and any significant fraud;
- to be informed of the implementation of the Group's compliance programmes, particularly those relating to the prevention of corruption, and to oversee the most significant cases brought to the Group's attention;
- currency and interest rate risk management policy, regular review of positions, accounting methods and instruments used and review of procedures;
- recommendations on the appointment of the Statutory Auditors;
- review of the fees budget;
- interview of the Statutory Auditors;
- monitoring of the rules on the independence and objectivity of the Statutory Auditors;
- authorisation, in accordance with applicable legal or regulatory provisions, of any services other than the statutory audit that may be entrusted to the Statutory Auditors and their network;
- review of the scope of the consolidated companies and, where applicable, the reasons why companies would not be included.

The Audit-Finance Committee fulfils the functions of the specialised committee responsible for monitoring matters relating to the preparation and control of accounting and financial information, in accordance with Articles L. 823-19 and L. 823-20-4 of the French Commercial Code.

One day prior to committee meetings, the members may hold a preparatory meeting to share and review the information that has been provided to them. The committee ensures that information relating to agenda items is provided at least three days in advance of the meeting.

Activities

The Audit-Finance Committee met five times during the financial year with the participation of the Statutory Auditors and an attendance rate of 100%.

Elie Hériard Dubreuil attended the meetings in his capacity as Chairman of the CSR Committee, in order to facilitate the Board of Directors' oversight role in terms of preventing and dealing with non-financial risks.

Joint sessions of the Audit-Finance and the CSR committees were held during the year, providing an opportunity to discuss subjects of interest to both committees.

The joint sessions allowed for good interaction between the two committees, particularly in relation to risk review. The Audit-Finance Committee reviews the Group's risks and associated control procedures, including environmental and social risks, which are examined in detail by the CSR Committee.

At the joint session, the members of the committees examined the new obligations under the Corporate Sustainability Reporting Directive (CSRD) relating to the disclosure of sustainability-related information by companies and the implementation of these obligations within the Group.

The following are the main items addressed during these meetings:

With regard to the financial statements:

- review of the Group consolidated financial statements and the company financial statements for 2024-2025, the 2025-2026 interim financial statements, quarterly sales figures and the Company's financial reporting;
- review of the cash position, debt and bank covenants;

- review of currency hedging positions;
- monitoring of the business plans for major acquisitions, goodwill and impairment;
- review of the conclusions of the working group on the Pillar II Directive.

With regard to risks:

- monitoring of the main legal and tax disputes;
- review of risks to intangible assets (brands) and financial assets;
- review of the mapping of corruption risks and the progress of the action plan on the implementation of Sapin II.

With regard to audits:

- review of the 2025-2026 internal audit action plan and the three-years internal action plan;
- review of the mapping of social and environmental risks, in collaboration with the CSR Committee;
- review of non-financial information;
- update on sustainability reporting regulations: Corporate Sustainability Reporting Directive (CSRD);
- follow-up of the main whistleblowing alerts.

With regard to external control:

- review of the Statutory Auditors' reports on the company and consolidated financial statements (in particular the key audit matters);
- fees and services other than the statutory audit;
- review of the Statutory Auditors' 2024-2025 audit plan.

With regard to sustainability reporting:

- review of progress on sustainability reporting within the Group.

It should be noted that at each closing, the committee meets the Statutory Auditors without management being present, prior to the presentation of the financial statements by the Finance department. The Chief Financial Officer attends all Audit Committee meetings. The committee also hears from the head of the internal control functions (audit, risk, compliance) at each meeting, particularly with regard to the progress of the action plan on the implementation of Sapin II.

3.2.4.4 Nomination and Remuneration Committee

Composition

Chairman: Bruno Pavlovsky

Members: Alain Li, Caroline Bois, Elie Hériard Dubreuil

Number of independent members: two

Duties

Internal regulations of the Board of Directors concerning the duties of the Nomination and Remuneration Committee

The duties of the Nomination and Remuneration Committee are as follows:

- review of potential candidates for the Board of Directors and selection of independent Board members;
- assessment of independent status when a Board member is appointed and annually for all Board members based on the independence criteria set out in the AFEP-MEDEF Code;
- interviewing candidates for the positions of Chief Executive Officer, Deputy Chief Executive Officer and non-voting Board member;
- executive succession plan;
- recommendations on the total budget and allocation of compensation;
- review of tools to optimise motivation and compensation of the Group's executives and management;
- senior management compensation;
- management bonus systems;
- review of the Group's policy on the granting of bonus shares;
- review of supplementary pension schemes.

Activities

This committee met seven times during the 2025-26 financial year, with an attendance rate of 100%. Although the Nomination and Remuneration Committee does not have a majority of independent Board members, 50% of its members are independent and it is chaired by an independent Board member. The Executive Director is involved in the committee's work relating to appointments.

It dealt with the following matters:

With regard to governance:

- organisational changes aimed at increasing efficiency and agility in the context of the launch of the RC Forward transformation plan;
- the presentation of future changes in the Board of Directors' composition in view of the terms of office due to expire at the Shareholders' Meeting in 2025;
- compliance with the recommendations of the AFEP-MEDEF Code following the AMF's observations regarding the succession plans for the Executive Directors;
- compliance with the recommendations of the AFEP-MEDEF Code following the observations made by the French High Committee for Corporate Governance (Haut Comité de Gouvernement d'Entreprise) regarding, in particular, the composition of the Nomination and Remuneration Committee (see "comply or explain" rule below) and Board members' compensation (review of the predominant variable portion)
- the onboarding programme for a Board member newly appointed during the 2025 Shareholders' Meeting;
- the succession plan for Executive Directors and presidency of the Board of Directors;
- the policy for increasing the number of women in management bodies and gender balance within the 10% of positions with the highest level of responsibility;
- the review of the independence of each Board member based on the criteria of the AFEP-MEDEF Code;
- the review of the summary of the results of the Board of Directors' self-assessment;

- the preparation of the renewal of terms of office to be submitted to the Shareholders' Meeting of 21 July 2026 for approval.

With regard to compensation:

- the compensation policy for Board members;
- the setting of the compensation policy for Executive Directors for the 2025-2026 financial year;
- the extent to which the performance conditions for the variable portion of the compensation of the Chief Executive Officer and members of the Executive Committee were achieved for the 2024-2025 financial year and approval of the 2025-2026 quantitative and qualitative objectives of the Chief Executive Officer and the members of the Executive Committee;
- the allocation of performance shares (2026 Plan);
- the achievement of the performance criteria (COP growth and reduction in CO₂ emissions) related to the indexed performance share plan authorised by the Board of Directors on 13 January 2022;
- the comparison of executive and employee compensation (pay ratio);
- analysis of the voting policies of investors and proxy advisors on compensation-related matters;
- the Corporate Governance Report published in the 2025-2026 Universal Registration Document.

Succession plan

The Nomination and Remuneration Committee is responsible for drawing up a succession plan for the Company's Executive Directors and making recommendations to the Board of Directors on the succession of the Chairman of the Board of Directors and the Chief Executive Officer.

As part of the review process, the committee looks at succession planning for various time frames: (i) short term (where an executive leaves unexpectedly, either voluntarily or involuntarily) and where an interim replacement may be needed, and (ii) long term (such as at the end of an executive's term of office or retirement). The review process focuses in particular on the identification of potential internal candidates and the procedure for reviewing external candidates, with the assistance of a leading recruitment consultancy. This procedure applies to the Chief Executive Officer along with all Executive Committee posts. The committee draws in particular on the Company's internal talent identification procedures led by the Talent Development Department.

This set of procedures was applied during Éric Vallat's replacement as Chief Executive Officer, with the Chairwoman of the Board of Directors acting as interim CEO.

The succession plan was put into action as soon as Éric Vallat's departure was announced in June 2025 and led to the Board of Directors' appointment of Franck Marilly as the new Chief Executive Officer.

Because of the Company's longstanding ownership structure, no succession plan had been formalised for the chairmanship of the Company's Board of Directors until the current financial year.

As part of the review and updating of the succession plan for key executives during the 2025-2026 financial year, a succession plan was formalised for the chairmanship of the Board of Directors. Given the Company's longstanding ownership structure, while the separation of the roles of Chairman of the Board of Directors and Chief Executive Officer is the norm, the Chairman of the Board of Directors will be a representative of the reference shareholder in order to preserve the family nature of the business.

3.2.4.5 Corporate Social Responsibility (CSR) Committee

Composition

Chairman: Elie Hériard Dubreuil

Members: Hélène Dubrule, Dominique Hériard Dubreuil, Jessica Spence

Number of independent members: two

Duties

Internal regulations of the Board of Directors concerning the duties of the Corporate Social Responsibility “CSR” Committee

The duties of the Corporate Social Responsibility (CSR) Committee are as follows:

- approval and implementation of the CSR policy;
- compliance with commitments (Global Compact and internal CSR Charters);
- report on actions taken;
- monitoring of the indicator scorecard;
- results of CSR reporting verifications;
- changes in non-financial ratings;
- consideration of non-financial challenges that are material for the Company and its long-term outlook.

Activities

This committee met 3 times during the 2025-26 financial year, with an average attendance rate of 100%. Sonia Bonnet-Bernard attended the meetings in her capacity as Chairwoman of the Audit-Finance

Committee, in order to facilitate the Board of Directors’ oversight role in terms of preventing and dealing with non-financial risks.

During the 2025-26 financial year, the CSR Committee was presented with a methodology for harmonising the Group’s various risk maps:

- double materiality assessment;
- mapping of local risks based on the ISO 14001 methodology;
- mapping of corruption risks;
- mapping of the Group’s net risks;
- mapping of climate and water risks;
- biodiversity mapping;
- mapping of strategic suppliers.

The work carried out by the CSR Risk Committee on monitoring and updating the risk mapping is presented annually to the CSR Committee together with the related action plans and objectives.

The main topics addressed were as follows:

- presentation and validation of the double materiality assessment and review of IROs (Impacts, Risks and Opportunities);
- reporting of key performance indicators for the carbon assessment, progress on CSRD compliance and circular economy actions, audit outcomes, and ratings and awards secured by the Group;
- presentation of the new CSR governance set-up and the CSR Risk Committee;
- presentation of the CSR budget and follow-up of the Group’s climate actions and science-based targets (FLAG and non-FLAG);
- presentation of CSR matters (double materiality assessment) and impacts, risks and opportunities, and approval of policies relating to the climate, water, biodiversity and resources, and the circular economy;
- the Group’s CSR activity in the 2024-2025 financial year (CSR section of the Universal Registration Document);
- mapping of social and environmental risks (for annual cross-functional monitoring with the Audit-Finance Committee).

3.2.5 ASSESSMENT OF THE BOARD OF DIRECTORS

In accordance with the Board's internal regulations and the AFEP-MEDEF Code, the Board of Directors conducts an annual self-assessment of its own composition, organisation and operation and that of the three committees.

All members of the Board of Directors responded to a questionnaire, which included a limited assessment of the individual contribution of Board members. Individual interviews are currently the preferred approach for the three-yearly formal evaluation, which is carried out with the support of a governance consulting firm. However, this practice does not preclude individual interviews with the Chairman of the Board and the Board members on a voluntary basis during the year, on any topic that the Board member requesting an interview wishes to discuss, including the individual contribution of each Board member.

The conclusions of the assessment were presented at the meeting of the Nomination and Remuneration Committee on 2 June 2026, and subsequently at the Board of Directors' meeting on 3 June 2026.

Board members express a high level of satisfaction with the way the Board of Directors and its committees operate, despite the challenging environment.

The assessment, which is focused on all aspects of the operation of the Board of Directors and its three specialised committees, highlights the following important points:

- the very positive assessment of the way the Board and its three committees operate;
- the very positive assessment of the organisation of a strategic seminar (full day devoted to strategic matters);
- the Board's constant ability to drive and monitor the Group's strategy;
- the Board's active role in the Group's CSR challenges, with a stronger link between the Audit-Finance Committee and the Corporate Social Responsibility Committee to meet non-financial reporting challenges;
- the ongoing information of the Board of Directors on the group's situation during the crisis;
- the appointment of a foreign Board member with knowledge of the US market;
- the Board's tasks are performed with the necessary competence and independence thanks to the presence of established professionals and a significant number of independent Board members, particularly for a group with a reference shareholder;
- the composition and preparation of the committees are judged appropriate. The reports made by the committee Chairmen at Board meetings provide a clear view of the subjects covered and enable the Board to make appropriate decisions;
- the minutes satisfactorily transcribe the content of Board discussions and decisions;
- the dinners held before Board meetings, and also during the visits to Group sites available to Board members, help to build collegiality and cohesion within the Board.

However, the assessment highlighted a number of issues relating to the governance and operation of the Board and its committees:

- the inclusion of strategic topics on the agenda to encourage reflection, especially regarding market developments and the competitive environment;
- the presentation of the Group's digital strategy;
- the improvement of visibility of the Board of Directors regarding expected decisions;

The major challenges for the next three years are:

- the implementation of the three-year transformation plan *RC Forward* ;
- the setting of Group's medium-term objectives ;
- the adaptation of the strategy to changes in consumption tendencies.

3.2.6 COMPLY OR EXPLAIN RULE

The Company considers its practices to be consistent with the recommendations of the AFEP-MEDEF Code. However, some of the Code's recommendations have not been implemented or have been adapted for the reasons given below:

Recommendations of the AFEP-MEDEF Code	Explanations
Committees' mode of operation Article 14.3: "Each committee must have internal rules setting out its duties and mode of operation. The committees' internal rules, which must be approved by the Board, may be integrated into the internal rules of the Board or be set out in separate provisions."	Article 7.1 of the Board of Directors' internal regulations stipulates that the Audit-Finance Committee and the Nomination and Remuneration Committee may each have specific rules. Failing this, the provisions of Article 7.1 of the Board of Directors' internal regulations govern the duties and modes of operation of each of these committees. The Board of Directors adopted the latter solution, amending Article 7.1 of its internal regulations accordingly. The internal regulations are available on the Group's website.
Composition of the Nomination and Remuneration Committee Article 18.1: the committee in charge of nominations <i>"must not include any executive officer and must mostly consist of independent directors."</i> Article 19.1: the committee in charge of compensation <i>"must not include any executive officer and must mostly consist of independent directors."</i> Application guide of the Code: <i>"When the Chairman of the committee is independent, the presence of 50% independent Directors instead of a majority constitutes a relevant explanation for not applying the recommendation of the Code. It is then imperative to indicate the unapplied recommendation, as well as the related explanations in the specific section or table provided for by the Code. It must be specified that this derogation can only be temporary."</i>	Although the Nomination and Remuneration Committee does not have a majority of independent Board members, 50% of its members are independent and it is chaired by an independent Board member.

3.2.7 PROCEDURE FOR EVALUATING ORDINARY AGREEMENTS ENTERED INTO ON ARM'S-LENGTH TERMS

At its meeting of 2 April 2026, the Board of Directors approved the following methodology for classifying the various agreements to which Rémy Cointreau SA is party as related-party agreements or ordinary agreements.

A. ORDINARY AGREEMENT

Rémy Cointreau SA assesses the concept of an ordinary transaction with respect to its compliance with the corporate purpose of the company in question and the type of transaction. Repetition and/or habit create a presumption of an ordinary transaction, but are not themselves determining factors.

With this in mind, the following will be taken into consideration:

- the fact that the transaction is identical to other transactions already performed by the company in question and relates to the "ordinary" activity of that company;
- the circumstances surrounding the conclusion of the relevant agreement;
- the legal importance, economic consequences, and/or duration of the relevant agreement;
- standard practices for companies in a similar situation.

To assess the ordinary nature of the transaction, Rémy Cointreau SA refers to a market price or generally accepted market conditions, considering not only the price but also the terms of the transaction (settlement deadlines, guarantees, etc.).

In principle, Rémy Cointreau SA treats intra-Group agreements (relating to a list of defined transactions) and agreements with "low financial stakes" (unless the agreement is of a significant nature for the co-contracting stakeholders) as "agreements relating to ordinary transactions entered into on arm's-length terms", provided they are in fact entered into on arm's-length terms.

A non-exhaustive list has been drawn up on the basis of agreements regularly entered into by the Group as of this date, to be supplemented as the Group's practices evolve.

B. RELATED-PARTY AGREEMENT

A "related-party agreement" means any agreement entered into between the Company, on the one hand, and, on the other:

- directly or through an intermediary, its Chief Executive Officer, one of its Deputy Chief Executive Officers, one of its Board members, one of its shareholders holding a fraction of voting rights greater than 10% or, if a corporate shareholder, the company controlling it within the meaning of Article L. 233-3 of the French Commercial Code; or
- a third party in which one of the previously-mentioned parties is an indirect stakeholder; or
- an entity having a "common director" with the Company.

Rémy Cointreau SA considers that an agreement is a related-party agreement if i) it is entered into between the Company and stakeholders in accordance with the regulations and ii) it cannot be considered a free agreement or a prohibited agreement.

Transactions between stakeholders who are subject by regulations to a specific control procedure (separate from those of related-party agreements) fall outside the scope of related-party agreements.

The legal system for controlling related-party agreements has been noted.

At its meeting of 3 April 2025, the Board of Directors reviewed the internal procedure for evaluating ordinary agreements entered into on arm's-length terms and came to the conclusion that this procedure complied with the legal provisions and that no changes were necessary.

3.3 SENIOR MANAGEMENT AND EXECUTIVE COMMITTEE

At its meeting of 3 June 2025, the Board of Directors, on the proposal of the Nomination and Remuneration Committee, appointed Franck Marilly as Chief Executive Officer for a period of three years, with effect from 25 June 2025.

Franck Marilly holds no appointments outside the Rémy Cointreau Group in any listed companies.

3.3.1 ROLE AND POWERS OF THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer oversees the general management of the Company and reports to the Board of Directors.

The Chief Executive Officer represents the Company in its dealings with third parties. He or she is vested with the broadest powers to act in any circumstances in the name of the Company, provided that his or her actions comply with the purpose of the Company and that they are not specifically assigned to the Shareholders' Meeting or the Board of Directors.

If the Chief Executive Officer is also a Board member, he or she may not hold more than two other directorships in listed companies outside the Group, including foreign companies, and may not accept the renewal of an external appointment if this would exceed that limit. The Chief Executive Officer must also seek the Board of Directors' advice before accepting a new directorship in a listed company.

Limitations on the powers of the Chief Executive Officer

In a purely internal measure, not binding on third parties, the Chief Executive Officer must seek the approval of the Board of Directors before committing the Company to transactions that are outside the scope of ordinary management decisions, particularly in respect of:

- granting sureties, pledges and guarantees, except under the conditions provided below;
- carrying out acquisitions, transfers of ownership or exchanges of movable and immovable property and rights and making investments of more than €10 million per transaction;

- concluding any investment or joint business operation with other companies, either French or foreign;
- granting to any existing company a contribution in cash, in kind, in property or in benefit, in excess of €10 million per transaction;
- making the Company party to any economic interest grouping or other businesses, associations, partnerships or joint stock companies in France or abroad, by forming such groupings or assisting in their formation, by subscribing or contributing cash or benefits in kind, by purchasing shares, rights of ownership or other securities, and generally, under any form and for an amount in excess of €10 million per transaction;
- transferring ownership of investments for amounts in excess of €10 million per transaction;
- granting loans, credit and advance payments to corporate bodies outside the Rémy Cointreau Group for an amount in excess of €10 million per borrower;
- taking out any loan or obtaining credit facilities, with or without mortgages or other security interests over Group assets, for a total amount in excess of €50 million in the same financial year.

On 29 November 2023, the Board of Directors also authorised, for a period of one year, the Chief Executive Officer to grant sureties, pledges and guarantees in the name of the Company for a total amount not exceeding €50 million. Any commitment exceeding this ceiling requires the specific approval of the Board of Directors.

The Board of Directors also authorised the Chief Executive Officer to grant sureties, pledges and guarantees in the name of the Company to the tax and customs authorities for an unlimited amount.

3.3.2 EXECUTIVE COMMITTEE

The Chief Executive Officer has also formed an Executive Committee, whose members were submitted to the Board of Directors for approval. The task of the Executive Committee is to assist the Chief Executive Officer on an ongoing basis with operational matters, in terms of both decision-making and implementation.

At 31 March 2026, it consisted of the following members:

- Élisabeth Tona, CEO, Liqueurs & Spirits;
- Sophie Phé, CEO, Greater China;
- Carina Alfonso Martin, Group Communications Director;
- Mélanie Bulourde, COO and CSR Director
- Clarisse Petit, Group Human Resources Director;
- Douglas Taylor, CEO, Scotch Whisky and Gin;
- Amaury Vinclet, CEO, Rémy Martin;
- Luca Marotta, Chief Financial Officer;
- Ian McLernon, CEO, EMEA, SNAP and Global Travel Retail;
- Christophe de Pous, CEO, Americas.

3.4 ADDITIONAL INFORMATION ON THE MEMBERS OF THE BOARD OF DIRECTORS AND THE CHIEF EXECUTIVE OFFICER

Absence of convictions

To the best of Rémy Cointreau's knowledge:

- no member of the Board of Directors or the Chief Executive Officer has been convicted of fraud during the last five years;
- neither the Chairman nor any member of the Board of Directors, nor the Chief Executive Officer has been party to any bankruptcy, receivership or liquidation over the past five years while being a member of an administrative, management or supervisory body or serving as a Chief Executive Officer;
- no official public sanction and/or charge has been brought against any member of the Board of Directors, the Chairman or the Chief Executive Officer by statutory or regulatory authorities, including designated professional bodies. Thus, neither the Chairman nor any member of the Board of Directors, nor the Chief Executive Officer has been subject to any statutory disqualification from acting as a member of an administrative body or being involved in the management of an issuer or its business affairs in the past five years.

Nature of any family relationships between corporate officers

François and Marc Hériard Dubreuil are brothers of Dominique Hériard Dubreuil.

Laure Hériard Dubreuil is the daughter of Marc Hériard Dubreuil.

Marie-Amélie de Leusse is the daughter of Dominique Hériard Dubreuil.

Elie Hériard Dubreuil is the nephew of François Hériard Dubreuil, Marc Hériard Dubreuil and Dominique Hériard Dubreuil.

Caroline Bois is the sister of Nicolas Hériard Dubreuil.

Jérôme Bosc is the son-in-law of Marc Hériard Dubreuil.

Significant business relationships with the Company or its Group

To the best of Rémy Cointreau's knowledge, there are no significant business relationships between the Company or any of its subsidiaries and any member of the Board of Directors, its Chairman or the Chief Executive Officer.

A service provision agreement exists between Rémy Cointreau SA and Andromède SAS, as described in the paragraph on service

contracts below. Treasury and current account agreements are also in place between Rémy Cointreau SA and Orpar SA, as mentioned in the Statutory Auditors' special report.

Caroline Bois, Marie-Amélie de Leusse and Elie Hériard Dubreuil hold executive positions within or are board members of Andromède SAS and Orpar SA.

Absence of potential conflicts of interest

To the best of Rémy Cointreau's knowledge, there are no potential conflicts of interest between the duties owed to the issuer and the private interests and/or other duties of any member of the Board of Directors, the Chairman or the Chief Executive Officer.

Service contracts between members of the administrative and management bodies

Neither the Chairman, the Chief Executive Officer, nor any member of the Board of Directors, as an individual, is bound to Rémy Cointreau or to any of its subsidiaries by a service contract providing for the granting of benefits at the end of the contract.

Since section 16.2 of Regulation (EC) No. 809/2004 of 29 April 2004 requires information to be provided about service contracts between members of the administrative bodies and the issuer or any of its subsidiaries, it is noted that a service provision agreement was entered into on 31 March 2011 between Rémy Cointreau SA and Andromède SAS, a company in which Caroline Bois, Marie-Amélie de Leusse and Elie Hériard Dubreuil are Executive Directors.

Under this contract, Andromède SAS supplies Rémy Cointreau SA with assistance services in terms of strategy management and finance, institutional and commercial relations, development and external growth and organisation and management of senior executives. For example, Andromède SAS offers the necessary structure for Rémy Cointreau SA's external growth, with a team of M&A experts (which Rémy Cointreau SA does not have) to search for targets, value them and perform the necessary due diligence. Rémy Cointreau SA's Board of Directors and senior management remain the ultimate decision-makers.

These service contracts are standard market practice among French family-owned companies. However, Rémy Cointreau SA's use of such services is limited compared to market practice in France.

This agreement is mentioned in the Statutory Auditors' special report.

3.5 COMPENSATION AND BENEFITS

3.5.1 PRINCIPLES AND RULES GOVERNING THE COMPENSATION AND BENEFITS AWARDED TO EXECUTIVE DIRECTORS AND BOARD MEMBERS

The overall compensation paid to Executive and Non-Executive Directors is set by the Board of Directors, which decides on the basis of recommendations issued by the Nomination and Remuneration Committee. The committee, composed of two independent Board members, ensures that each component of compensation responds to a clear objective that is fully in line with the strategy and interests of the business.

Regardless of income category, the objective of the Nomination and Remuneration Committee is to recommend an overall compensation package that is both competitive and attractive. To that end, it draws on objective studies of the compensation offered by companies comparable to Rémy Cointreau in the appropriate market, carried out by external experts.

The committee issues its recommendations on all the items comprising the overall compensation package, including:

- fixed compensation:
The fixed portion of compensation is determined according to the responsibilities of the Executive Directors concerned.
A survey is regularly carried out with the help of specialist consultancy firms to examine how the Company's executive compensation structure compares with that of other SBF 120 companies for similar positions;
- annual variable compensation (bonus):
For several years, the Board of Directors has set out a procedure for calculating the variable portion of executive compensation so that it acts as an incentive while remaining fair. This procedure is based on ambitious quantitative criteria, including one related to Corporate Social Responsibility (CSR), and individual qualitative criteria that ensure that compensation is in line with the Group's performance.

This variable portion is expressed as a percentage of annual fixed compensation. It can range from 0% to 100% if the quantitative and qualitative objectives are achieved (on target), or up to 155% in the case of exceptional financial performance exceeding the targets set. The criteria are regularly reviewed and amended from time to time. At its meetings of 3 June and 26 November 2025, the Board of Directors, on the recommendation of the Nomination and Remuneration Committee, reviewed the quantitative and qualitative criteria for 2025-26 and selected the following elements:

Quantitative criteria

Four quantitative criteria based on financial performance (equivalent to 50%):

- current operating profit (consolidated);
- cash flow generation;

- consolidated net profit (excluding non-recurring items);
- ROCE (return on capital employed).

These same criteria also apply to all members of the Executive Committee.

Individual qualitative criteria and CSR

Four qualitative criteria based on managerial and entrepreneurial skills and on Corporate Social Responsibility (equivalent to 50%):

- Identifying and taking appropriate measures in response to the implementation of tariffs in China and the United States;
- Developing a transformation strategy and action plan to be implemented following the diagnostic phase;
- Implementing a new governance structure to increase efficiency and agility;
- CSR objectives (nature and climate, carbon impact, responsible consumption, diversity and inclusion and security).

These criteria range from 0% to 25% of annual fixed compensation, with the possibility of an overall assessment of the achievement of these targets ranging from 100% to 130%. The performance of the Executive Director is assessed annually by the Board of Directors based on the recommendation of the Nomination and Remuneration Committee. The qualitative criteria are reviewed annually in line with the Group's strategic priorities. Due to the confidential nature of the Group's strategy, details of the qualitative objectives may only be made public at the end of each financial year, and after they have been assessed by the Nomination and Remuneration Committee and the Board of Directors.

- Extraordinary compensation:
The Board of Directors, acting on the recommendations of the Nomination and Remuneration Committee, retains the option to grant extraordinary compensation to the Executive Director in the event of the particularly significant success of a major transaction generating substantial and sustainable long-term economic benefits, although only where that achievement had not been anticipated when the qualitative criteria for the Executive Director's variable compensation were set.
- "Deferred" compensation:
The medium- and long-term performance incentive plan for which the Board of Directors has applied the performance criteria principles (details in Table 6: **Performance shares granted free of charge during the financial year to each Executive Director by the issuer and by any Group company**) in accordance with its policy on the granting of performance shares;

- Supplementary defined-benefit pension scheme:

The supplementary defined-benefit pension scheme referred to in Article L. 137-11-2 of the French Social Security Code is intended to retain the key executives concerned and encourage long-term performance. This supplementary pension scheme, which is set up and funded by the Company and managed by a third-party insurance company, involves the payment of an annuity calculated as a percentage of compensation on the basis of length of service.

This scheme enables the grant, subject to performance conditions, of supplementary pension rights which accrue each year. The annuity provided for by the scheme is a supplementary retirement pension: its amount is determined without reference to the pensions received by the beneficiary under mandatory pension schemes and other post-employment arrangements to which he or she may be entitled. Under this scheme, annuity rights may be earned in accordance with the performance conditions submitted to the Shareholders' Meeting for approval.

Éric Vallat benefited from this scheme until 24 June 2025 in his capacity as Chief Executive Officer. His successor, Franck Marilly, does not benefit from such a scheme.

The other benefits attached to the office of Executive Director are:

- executive unemployment insurance in the absence of an employment contract with the Group;

- a Group defined-contribution pension plan;
- a life and disability policy;
- a healthcare scheme.

The last three schemes are allocated according to the criteria applicable to the employee category that the Company uses to decide on the benefits.

Compensation of the Non-Executive Director

The Board of Directors sets the compensation of the Non-Executive Director according to the terms proposed by the Nomination and Remuneration Committee, in line with the above-mentioned targets.

The Chairman of the Board of Directors does not receive annual or multi-year variable compensation.

The lack of variable compensation reflects the Chairman's independence from senior management.

Members of the Board of Directors receive directors' fees, the total amount of which is set by the Shareholders' Meeting.

In addition, the Chairman of the Board of Directors is eligible for the following mechanisms for exercising his or her office:

- a Group defined-contribution pension plan;
- a life and disability policy.

3.5.2 COMPENSATION OF EXECUTIVE DIRECTORS

Executive Directors' compensation is presented below in accordance with the principles of the AFEP-MEDEF Code.

It consists of gross compensation and benefits in kind paid or contributed by the Company and companies controlled by it, or paid by controlling companies.

TABLE 1 – SUMMARY OF COMPENSATION, OPTIONS AND SHARES GRANTED TO EACH EXECUTIVE DIRECTOR

	2025-26	2024-25
Marie-Amélie de Leusse, Chairwoman of the Board of Directors since 21 July 2022		
Compensation due in respect of the financial year (details in Table 2)	€367,480	€338,025
Value of options granted during the financial year	-	-
Value of performance shares granted during the financial year	-	-
Value of multi-year variable compensation granted during the financial year	-	-
TOTAL	€367,480	€338,025
Éric Vallat, Chief Executive Officer for the period from 1 April 2025 to 24 June 2025		
Compensation due in respect of the financial year (details in Table 2)	€244,623	€1,357,069
Value of options granted during the financial year	-	-
Value of performance shares granted during the financial year (details in Table 6)	-	€453,055
Value of multi-year variable compensation granted during the financial year	-	-
TOTAL	€244,623	€1,810,124
Franck Marilly, Chief Executive Officer since 25 June 2025		
Compensation due in respect of the financial year (details in Table 2)	€1,597,565	-
Value of options granted during the financial year	-	-
Value of performance shares granted during the financial year (details in Table 6)	€337,500	-
Value of multi-year variable compensation granted during the financial year	-	-
TOTAL	€1,935,065	-

TABLE 2 – SUMMARY OF COMPENSATION OF EACH EXECUTIVE DIRECTOR

	2025-26		2024-25	
	Payable	Paid	Payable	Paid
Marie-Amélie de Leusse, Chairwoman of the Board of Directors since 21 July 2022				
Fixed compensation ⁽¹⁾	€258,255	€258,255	€258,691	€258,691
Fixed compensation – controlling companies	€20,274	€20,274	€20,354	€20,354
Annual variable compensation – controlling companies	€42,980	€12,980	€12,980	€12,980
Multi-year variable compensation	-	-	-	-
Extraordinary compensation	-	-	-	-
Directors' fees – Rémy Cointreau	€46,000	€46,000	€46,000	€46,000
Directors' fees – companies controlled by Rémy Cointreau	-	-	-	-
Directors' fees – controlling companies	-	-	-	-
Benefits in kind (car)	-	-	-	-
TOTAL	€367,480	€337,480	€338,025	€338,025
Éric Vallat, in respect of his office as Chief Executive Officer for the period from 1 April 2025 to 24 June 2025 and thereafter				
Fixed compensation ⁽²⁾	€190,096	€190,096	€817,372	€817,372
Annual variable compensation	-	€520,000	€520,000	€400,000
Multi-year variable compensation	-	-	-	-
Extraordinary compensation	-	-	-	-
Directors' fees	-	-	-	-
Directors' fees – companies controlled by Rémy Cointreau ⁽³⁾	€42,000	€42,000	-	-
Benefits in kind	€12,527	€12,527	€19,697	€19,697
TOTAL	244,623	764,623	€1,357,069	€1,237,069
Franck Marilly, Chief Executive Officer since 25 June 2025				
Fixed compensation ⁽⁴⁾	€616,498	€616,498	-	-
Annual variable compensation	€966,263	-	-	-
Multi-year variable compensation	-	-	-	-
Extraordinary compensation ⁽⁵⁾	-	€470,000	-	-
Directors' fees	-	-	-	-
Benefits in kind	€14,804	€14,804	-	-
TOTAL	€1,597,565	€1,101,302		

(1) On an annual basis, the gross annual fixed compensation paid in 2025-26 comprises a gross fixed salary of €250,000, which is unchanged from the prior financial year, and the surplus resulting from excess employer contributions to the life and disability policy.

(2) On an annual basis, the gross annual fixed compensation paid in 2025-26 comprises a gross fixed salary of €800,000, which is unchanged from 1 July 2022 in accordance with the decision of the Board of Directors of 1 June 2022, and the surplus resulting from excess employer contributions to the supplementary pension plan (PERO, formerly Article 83) and the life and disability policy.

(3) Compensation paid under a fixed-term employment contract with a company controlled by Rémy Cointreau (CLS Rémy Cointreau SA) for the period from 25 June to 4 July 2025 in connection with the additional workload associated with the handover of strategic projects to the new Chief Executive Officer. This amount includes the value of the benefit in kind corresponding to the provision of a company car and coverage of maintenance, insurance and running costs, as well as the payments of the end-of-contract indemnity, the thirteenth-month salary on a pro rata basis and the paid leave allowance.

(4) On an annual basis, the gross annual fixed compensation paid in 2025-26 comprises a gross fixed salary of €800,000, as decided by the Board of Directors at its meeting of 3 June 2025, on the proposal of the Nomination and Remuneration Committee and approved by the Shareholders' Meeting of 22 July 2025 under the fifteenth resolution and the surplus resulting from excess employer contributions to the supplementary pension plan (PERO, formerly Article 83) and the life and disability policy.

(5) This amount corresponds to a signing bonus paid in July 2025, as decided by the Board of Directors at its meeting of 3 June 2025, on the proposal of the Nomination and Remuneration Committee and approved by the Shareholders' Meeting of 22 July 2025 under the fifteenth resolution.

TABLE 3 – COMPENSATION RECEIVED BY NON-EXECUTIVE DIRECTORS

See Table on page 218 “Compensation of Board members”.

TABLE 4 – STOCK OPTIONS GRANTED DURING THE FINANCIAL YEAR TO EACH EXECUTIVE DIRECTOR BY THE ISSUER AND BY ANY GROUP COMPANY

None.

TABLE 5 – STOCK OPTIONS EXERCISED DURING THE FINANCIAL YEAR BY EACH EXECUTIVE DIRECTOR

None.

TABLE 6 – PERFORMANCE SHARES GRANTED FREE OF CHARGE DURING THE FINANCIAL YEAR TO EACH EXECUTIVE DIRECTOR BY THE ISSUER AND BY ANY GROUP COMPANY

Performance incentive plans must serve the aims of engaging and motivating key employees in pursuit of medium- and long-term performance, encouraging outperformance, involving the individuals concerned in the Company’s value creation, retaining talent and optimising cost-effectiveness.

The plans are aimed at a select group of individuals: Group Executives, Executive Committee members, key contributors, pillars of the organisation and high flyers. Key contributors are managers who have a strategic role (mainly brand managers and regional managers) and those who report to senior management. “Pillars” are managers who perform an essential role that requires experience and

who would be difficult to replace. “High flyers” are managers who have been identified as having the potential to reach senior management level, or who could be promoted two management grades higher.

During the 2025-26 financial year, on the proposal of the Nomination and Remuneration Committee, the Board of Directors examined a new plan with a three-year vesting period, compared with four years previously. This plan was once again expanded to some of the Group’s talent, a complete breakdown of which was presented to the Board of Directors.

Rémy Cointreau

Date of authorisation by the Shareholders’ Meeting

18 July 2024

Details of the plan

PAG.31.03.2026 (2026 Plan)

Date of Board of Directors’ meeting

31 March 2026

Number of shares granted

10,000

Valuation of shares

€337,500

Vesting date

23 January 2029

Date of availability

23 January 2029

Conditions

Condition of service with the Company as of the vesting date and performance conditions:

- one third: growth of current operating profit;
- one third: achievement of the cash flow generation target;
- one third: achievement of the target for ecodesigned products

The shares will vest only if both the service conditions and the internal performance conditions described below are met.

Franck Marilly must still be a Group corporate officer at the end of the vesting period, i.e. on 23 January 2029.

The vesting of bonus shares is subject to three performance conditions:

- (i) One third of the shares granted will vest if the performance of current operating profit for the 2027-28 financial year compared to current operating profit for the 2025-26 financial year meets the set target. All of the bonus shares subject to this criterion will vest in accordance with the terms described below.
- If the increase in Rémy Cointreau’s current operating profit is equal to or greater than 115% of the target, 125% of the shares will vest at the end of the three years; if the increase in Rémy Cointreau’s current operating profit is equal to 100% of the target, 100% of the shares will vest at the end of the three years; if the increase in Rémy Cointreau’s current operating profit is equal to 95% of the target, 75% of the shares will vest at the end of the three years; if the increase in Rémy Cointreau’s current

operating profit is less than 95% of the target, none of the shares will vest.

If the increase in Rémy Cointreau’s current operating profit is less than 95% of the target, the performance of the previous financial year (2026-27) will be taken into account as follows: if the growth target for current operating profit (compared with the 2025-26 current operating profit) has been achieved in the first year of the Plan (2026-27), half of the volume of shares initially granted will vest in accordance with the vesting terms described above.

Due to the confidential nature of the Group’s strategy, details of the growth objective for current operating profit may not be disclosed;

- (ii) One third of the shares granted will vest if absolute cash flow generation for the 2027-28 financial year meets the target set in accordance with the terms described below. If the absolute cash flow generation result exceeds the target, 125% of the shares will vest; if the absolute cash flow generation result meets the target, 100% of the shares will vest; if the absolute cash flow generation result is below the target, 85% of the shares will vest; if the

absolute cash flow generation result is significantly below the target but above the trigger threshold, 75% of the shares will vest. If the trigger threshold is not reached, the performance of the previous financial year (2026-27) only will be taken into account as follows: if the absolute cash flow generation result is strictly equal to or greater than the target for the financial year, half of the volume of shares initially granted will vest; if the absolute cash flow generation result is below the target, 85% of the shares will vest; if the absolute cash flow generation result is significantly below the target but above the trigger threshold, 75% of the shares will vest; if the trigger threshold is not reached, none of the shares will vest. Due to the confidential nature of the Group's strategy, details of the cash flow generation objective may not be disclosed.

(iii) One third of the shares granted will vest if the proportion of ecodesigned products, at the end of the 2027-28 financial year, meets the target set, accordance with the terms described below. If the proportion of ecodesigned products is equal to or strictly greater than 102.2% of the target, 125% of the shares will vest; if the proportion of ecodesigned products is equal to 100% of the target, 100% of the shares will vest; if the proportion of ecodesigned products is equal to 95.6% of the target, 85% of the shares will vest; if the proportion of ecodesigned products is equal to 93.3% of the target, 75% of the shares will vest; if the proportion of ecodesigned products is less than 93.3% of the target, none of the shares will vest. Due to the confidential nature of the Group's strategy, details of the objective relating to the proportion of ecodesigned products may not be disclosed.

TABLE 7 – PERFORMANCE SHARES GRANTED FREE OF CHARGE THAT BECAME AVAILABLE DURING THE FINANCIAL YEAR FOR EACH EXECUTIVE DIRECTOR

Éric Vallat, Chief Executive Officer since 1 December 2019 and whose term of office ended on 24 June 2025.

In light of Éric Vallat's contribution to the Company's results during the assessment period for the performance conditions of the two plans, the proximity of the vesting dates of the shares (1 July 2025 and 13 January 2026) and the need to ensure a smooth transition with the new Chief Executive Officer, the Board of Directors, at its meeting of 3 June 2025, on the recommendation of the Nomination and Remuneration Committee, decided to waive the service condition provided for in those plans.

Company granting shares	Date of plan	Number of shares that became available during the financial year	Vesting conditions
Rémy Cointreau	31 March 2021	10,180 ⁽¹⁾	Condition of service with the Company as of the vesting date and performance conditions: ■ 50%: achievement of a current operating profit target at the end of the vesting period; ■ 50%: achievement of a gross margin target at the end of the vesting period.
Rémy Cointreau	13 January 2022	7,020 ⁽²⁾	Condition of service with the Company as of the vesting date and performance conditions: ■ 50%: increase in the current operating profit for the 2024-25 financial year compared to the current operating profit for the 2021-22 financial year; ■ 50%: achievement of a CO₂ emissions target at the end of the 2024-25 financial year

(1) The initial award was 20,000 shares (the current operating profit condition was not achieved and the gross margin target was achieved by 101.8% (the gross margin was higher than the target).

(2) The initial award was 8,530 shares (the internal performance conditions were achieved by 39.3% (below target) and 125% (CO₂ emissions were below target) respectively).

TABLE 8 – HISTORY OF STOCK OPTIONS AND OTHER INSTRUMENTS GIVING ACCESS TO THE SHARE CAPITAL (EQUITY WARRANTS – BSA, REDEEMABLE EQUITY WARRANTS – BSAR, WARRANTS FOR SUBSCRIPTION TO BUSINESS CREATOR SHARES – BSPCE, ETC.)

Plans of this type no longer exist.

TABLE 9 – STOCK OPTIONS GRANTED TO THE TOP 10 BENEFICIARIES OTHER THAN CORPORATE OFFICERS

Plans of this type no longer exist.

TABLE 10 – HISTORY OF PERFORMANCE SHARE AWARDS

	2021-2030 Plan ⁽¹⁾	2023 Plan ⁽¹⁾	2024 Plan ⁽¹⁾	2025 Plan ⁽¹⁾	2026 Plan ⁽¹⁾
Date of authorisation by the Shareholders' Meeting	24 July 2018	22 July 2021	22 July 2021	18 July 2024	18 July 2024
Date of Board of Directors' meeting	31 March 2021	12 January 2023	11 January 2024	23 January 2025	31 March 2026
Total number of shares awarded	72,500	40,913	65,840	104,990	86,430
Franck Marilly, Chief Executive Officer since 25 June 2025 ⁽²⁾	-	-	-	-	10,000
Share vesting date	1 July 2030	12 January 2027	11 January 2028	23 January 2029	23 January 2029
End of holding period	1 July 2030	12 January 2027	11 January 2028	23 January 2029	23 January 2029
Performance conditions	(1)	(1)	(1)	(1)	(1)
Number of shares vested as of 31 March 2026	-	-	-	-	-
Aggregate number of lapsed performance shares	50,890 ⁽³⁾	15,118 ⁽³⁾	19,110 ⁽³⁾	24,720 ⁽³⁾	-
Number of awarded performance shares outstanding at year-end	21,610	25,795	46,730	80,270	86,430

(1) The terms and conditions of these plans are set out in note 10.3 to the consolidated financial statements.

(2) In accordance with Article 24.3.3 of the AFEP-MEDEF Corporate Governance Code of Listed Corporations, the corporate officer has committed not to carry out hedging transactions on performance shares. Furthermore, he or she is required to retain 33% of the shares received from bonus share plans in registered form until the termination of his or her duties. The value of the performance shares granted represents 0.14% of the Company's share capital.

(3) The shares are cancelled in accordance with the rules of the relevant plans. Accordingly, the shares granted to Éric Vallat under the Plans for 2021-30 (20,000 shares), 2023 (7,000 shares), 2024 (7,000 shares) and 2025 (9,500 shares) have been cancelled.

Performance shares granted during the year to the 10 non-corporate officer employees of the Group who were granted the highest number of shares.

Company granting shares	Date of plan	Total number of shares	Vesting date	Date of availability
Rémy Cointreau	31/03/2026	55,380	23/01/2029	23/01/2029

The Group has not issued any other options exercisable for shares reserved for Executive Directors or for the top 10 beneficiary employees of the issuer and of any company included in the scope of the share grant.

Performance shares vested during the year to the 10 non-corporate officer employees of the Group who received the highest number of shares.

Company granting shares	Date of plan	Total number of shares	Vesting date	Date of availability
Rémy Cointreau	31/03/2021	18,097	01/07/2025	01/07/2025
Rémy Cointreau	13/01/2022	11,435	13/01/2026	13/01/2026

TABLE 11 – CONTRACTS RELATING TO EXECUTIVE DIRECTORS

	Employment contract	Supplementary pension scheme	Indemnities or benefits payable or that may become payable as a result of the termination or change of office	Indemnities relating to a non-compete clause
Marie-Amélie de Leusse	NO	YES ⁽¹⁾	NO	NO
Chairwoman of the Board of Directors				
Term commencement date: 21 July 2022				
Date of end of term as Chairwoman: Shareholders' Meeting called to approve the 2027-28 financial statements				
Éric Vallat	NO	YES ⁽²⁾	YES ⁽³⁾	YES ⁽⁴⁾
Chief Executive Officer				
Date appointed: 1 December 2019, reappointed by the Board of Directors on 23 November 2022				
Date of end of term: 24 June 2025				
Franck Marilly	NO	YES ⁽⁵⁾	YES ⁽⁶⁾	YES ⁽⁷⁾
Chief Executive Officer				
Date appointed: 25 June 2025				
Date of end of term: 25 June 2028				

- (1) Marie-Amélie de Leusse benefits from a defined-contribution scheme governed by Article L. 242-1 of the French Social Security Code, with contributions, paid by the Company, equal to 8% of the portion of her annual compensation between one and eight times the annual French social security ceiling. The Company's obligation is limited to paying contributions to the insurance company that manages the plan.
- (2) The supplementary defined-benefit pension scheme referred to in Article L. 137-11-2 of the French Social Security Code is intended to retain the key executives concerned and encourage long-term performance. This supplementary pension scheme, which is set up and funded by the Company and managed by a third-party insurance company, involves the payment of an annuity calculated as a percentage of compensation on the basis of length of service. This scheme enables the grant, subject to performance conditions, of supplementary pension rights which accrue each year. The annuity provided for by the scheme is a supplementary retirement pension: its amount is determined without reference to the pensions received by the beneficiary under mandatory pension schemes and other post-employment schemes to which he or she may be entitled. This scheme allows for the accrual of the same level of annuity rights as the previous scheme in force within the Group and in accordance with the characteristics and performance conditions described in the table of components of the compensation paid during or granted in respect of the 2025-26 financial year to the Chief Executive Officer.
- (3) Éric Vallat was eligible for severance pay equivalent to 24 months' compensation (including fixed salary and annual bonus) prior to the date of revocation or non-renewal of his corporate office. As Éric Vallat resigned, the Board of Directors did not implement this provision.
- (4) Éric Vallat was subject to a non-compete clause that prohibited him from working for a competitor for a period of one year. At its meeting of 3 June 2025, the Board of Directors, on the recommendation of the Nomination and Remuneration Committee, decided to waive the non-compete clause. As a result, Éric Vallat did not receive any non-compete compensation.
- (5) Franck Marilly benefits from a defined-contribution scheme governed by Article L. 242-1 of the French Social Security Code, with contributions, paid by the Company, equal to 8% of the portion of his annual compensation between one and eight times the annual French social security ceiling. The Company's obligation is limited to paying contributions to the insurance company that manages the plan.
- (6) Franck Marilly will be eligible for severance pay equivalent to 24 months' compensation (including fixed salary and annual bonus) prior to the date of revocation or non-renewal of his corporate office.
- (7) Franck Marilly is subject to a non-compete clause which prohibits him from working for a competitor for a period of one year. This clause, which may be waived by the Board of Directors, will be accompanied by a gross monthly flat-rate benefit corresponding to 100% of the average gross monthly basic compensation received over the twelve (12) months preceding the date on which the term of office is terminated. The severance pay and non-compete compensation will be capped at 24 months' salary as defined above.

3.5.3 COMPENSATION OF BOARD MEMBERS - ELEVENTH RESOLUTION

Compensation received by non-executive corporate officers

The total amount of compensation put to the shareholders for approval under the eleventh resolution is subject to a review of the practices adopted by French groups of a similar scale and international dimension to Rémy Cointreau.

The Combined Shareholders' Meeting of 20 July 2023 set the maximum annual amount of Board members' compensation to be distributed among them for the 2024-25 financial year and subsequent financial years at €700,000, until the Shareholders' Meeting decides otherwise.

For the 2025-26 financial year, the Board of Directors distributed the compensation on the following terms:

- a fixed annual portion of €46,000, prorated according to the length of the term of office over the year, with a reduction of 30% in the event of absence from more than one meeting out of three;
- an additional fixed portion allocated to the Chairmen or women of the committees, namely €10,000 for the Chairwoman of the Audit Committee and €7,000 for the Chairmen of the Nomination and Remuneration Committee and the Corporate Social Responsibility Committee;
- an additional fixed portion related to participation in a committee of the Board of Directors, namely €1,500 for the Audit Committee and €1,000 for the Nomination and Remuneration and Corporate Social Responsibility Committees.

The Board of Directors has clarified the allocation rules for the 2026-27 fiscal year regarding the predominance of variable compensation in directors' remuneration (page 230 of this document).

		2025-26	2024-25
Board members			
Marie-Amélie de Leusse	Directors' fees – Rémy Cointreau	€46,000	€46,000
	Other compensation – controlling company	€63,254	€33,334
	Other compensation – controlled companies	-	-
Caroline Bois	Directors' fees – Rémy Cointreau	€48,500	€48,500
	Other compensation – controlling company	€307,621	€281,055
	Other compensation – controlled companies	-	-
Elie Hériard Dubreuil	Directors' fees – Rémy Cointreau	€54,000	€54,000
	Other compensation – controlling company	€299,519	€285,128
	Other compensation – controlled companies	-	-
Pierre Bidart		€47,500	€31,667
Bruno Pavlovsky		€53,000	€53,000
Laure Hériard Dubreuil		€46,000	€46,000
Jessica Spence ⁽¹⁾		€31,333	-
Olivier Jolivet		€16,000	€48,000
Sonia Bonnet-Bernard		€56,000	€53,167
Guylaine Saucier		-	€18,667
Hélène Dubrule		€47,000	€47,000
Marc Verspyck		€47,500	€47,500
Alain Li		€46,667	€46,000
Orpar		€46,000	€46,000
NON-VOTING BOARD MEMBERS			
Dominique Hériard Dubreuil		€24,000	€24,000
François Hériard Dubreuil		€7,667	€23,000
Marc Hériard Dubreuil ⁽²⁾		€15,333	-
Jérôme Bosc		€7,767	€23,000
Nicolas Hériard Dubreuil ⁽³⁾		€15,333	-

(1) Jessica Spence was appointed as a Board member to replace Olivier Jolivet by the Shareholders' Meeting of 22 July 2025.

(2) Marc Hériard Dubreuil was appointed as a non-voting Board member to replace Jérôme Bosc by the Board of Directors on 22 July 2025. Jérôme Bosc was appointed as the permanent representative of Orpar, replacing Marc Hériard Dubreuil.

(3) Nicolas Hériard Dubreuil was appointed as a non-voting Board member to replace François Hériard Dubreuil by the Board of Directors on 22 July 2025.

3.5.4 COMPONENTS OF COMPENSATION PAYABLE TO THE EXECUTIVE AND NON-EXECUTIVE DIRECTORS FOR THE 2025-26 FINANCIAL YEAR, SUBJECT TO SHAREHOLDER APPROVAL (SAY ON PAY - EX-POST - TWELFTH AND THIRTEENTH RESOLUTIONS)

COMPONENTS OF COMPENSATION PAID DURING OR GRANTED IN RESPECT OF THE 2025-26 FINANCIAL YEAR TO MARIE-AMÉLIE DE LEUSSE, CHAIRWOMAN OF THE BOARD OF DIRECTORS SINCE 21 JULY 2022 - TWELFTH RESOLUTION

Components of compensation paid during or granted in respect of the 2025-26 financial year	Amounts or accounting valuations put to the vote	Comments
Fixed compensation	€250,000	The Chairwoman of the Board of Directors received fixed compensation of €250,000, unchanged compared to the previous financial year.
Annual variable compensation	n/a	-
Deferred variable compensation	n/a	-
Multi-year variable compensation	n/a	-
Extraordinary compensation	n/a	-
Long-term compensation: stock options	n/a	-
Long-term compensation: performance shares	n/a	-
Long-term compensation: other components	n/a	-
Directors' fees	€46,000	-
Valuation of benefits of any kind	n/a	-
Severance pay	n/a	-
Non-compete compensation	n/a	-
Supplementary pension scheme	€20,000	Marie-Amélie de Leusse benefits from a defined-contribution scheme governed by Article L. 242-1 of the French Social Security Code, with contributions, paid by the Company, equal to 8% of the portion of her annual compensation between one and eight times the annual French social security ceiling. The Company's obligation is limited to paying contributions to the insurance company that manages the plan.
Life and disability policies (death, disability and incapacity for work)	€5,203	Marie-Amélie de Leusse is covered by a Group insurance plan covering disability, death and incapacity for work. The compensation used to calculate the contributions is capped at eight times the annual ceiling applicable in France for incapacity, disability and death benefits. The employer contribution rate is 1.86% on bracket A and 2.13% on brackets B and C. This is subject to change in accordance with the contractual provisions. The Company's obligation is limited to paying contributions to the insurance company that manages the plan.

COMPONENTS OF COMPENSATION PAID DURING OR GRANTED IN RESPECT OF THE 2025-26 FINANCIAL YEAR TO ÉRIC VALLAT, CHIEF EXECUTIVE OFFICER FOR THE PERIOD FROM 1 APRIL TO 24 JUNE 2025 - THIRTEENTH RESOLUTION

Components of compensation paid during or granted in respect of the 2025-26 financial year	Amounts or accounting valuations put to the vote	Comments
Fixed compensation	€187,302 (amount paid)	On an annual basis, the annual gross fixed compensation comprises a gross fixed salary of €800,000, which is unchanged from the prior financial year. The gross fixed salary amount was revalued on 1 July 2022 and increased to €800,000, in accordance with the decision of the Board of Directors of 1 June 2022, on the recommendation of the Nomination and Remuneration Committee.
Annual variable compensation	n/a	Éric Vallat did not receive any variable compensation for the financial year.
Deferred variable compensation	n/a	-
Multi-year variable compensation	n/a	-
Extraordinary compensation	n/a	-
Long-term compensation: stock options	n/a	-
Long-term compensation: performance shares	n/a	-
Long-term compensation: other components	n/a	-
Directors' fees	n/a	-
Valuation of benefits of any kind	€12,257	This benefit in kind corresponds to the provision of a company car and coverage of maintenance, insurance and running costs, as well as the contribution to a benefits scheme for managers and senior executives.
Severance pay	n/a	As Éric Vallat resigned, he did not receive any severance pay.
Non-compete compensation	n/a	The Board of Directors decided to waive the non-compete clause.

Components of compensation paid during or granted in respect of the 2025-26 financial year	Amounts or accounting valuations put to the vote	Comments
Supplementary pension scheme	€360,196	Éric Vallat benefited from the Group supplementary pension scheme set up for the Group's senior management until the end of his term of office on 24 June 2025. The supplementary pension arrangements⁽¹⁾ include (i) a Group defined-contribution scheme and (ii) a Group supplementary defined-benefit scheme. (i) Defined-contribution scheme governed by Article L. 242-1 of the French Social Security Code: Éric Vallat benefits from a defined-contribution scheme with contributions, paid by the Company, equal to 8% of the portion of his annual compensation between one and eight times the annual French social security ceiling. The Company's obligation is limited to paying contributions to the insurance company that manages the plan. (ii) The supplementary defined-benefit pension scheme, as mentioned in Article L. 137-11-2 of the French Social Security Code, aims to retain the key executives concerned and encourage long-term performance. This supplementary pension scheme, which is set up and funded by the Company and managed by a third-party insurance company, involves the payment of an annuity calculated as a percentage of compensation on the basis of length of service. This scheme enables the grant, subject to performance conditions, of supplementary pension rights which accrue each year. The annuity provided for by the scheme is a supplementary retirement pension: its amount is determined without reference to the pensions received by the beneficiary under mandatory pension schemes and other post-employment schemes to which he or she may be entitled. This scheme allows for the accrual of the same level of annuity rights as the previous scheme in force within the Group and in accordance with the performance conditions and characteristics described below. - conditions for enrolment in the scheme and other eligibility conditions: - hold a senior executive manager position within the Rémy Cointreau Group, in accordance with the classification provided for by the Wines and Spirits collective bargaining agreement, - length of service of at least three years within a Rémy Cointreau Group company; - reference compensation equal to the sum of the gross annual fixed compensation, the bonus received and benefits in kind subject to social security contributions; - rights accrue annually; - total ceiling on accrued rights under all schemes governed by Article L. 137-11-2 of the French Social Security Code: 15 percentage points; - funding outsourced to an insurance company to which a premium is paid each year; - performance conditions: the assessment of these conditions is at the sole discretion of Rémy Cointreau, according to the targets set by the Company. It applies to all beneficiaries and depends on the Company's results. The performance criteria are as follows: - current operating profit, - cash flow generation, - net profit excluding non-recurring items, - ROCE.

(1) At its meeting of 23 November 2022, the Board of Directors, on the proposal of the Nomination and Remuneration Committee, once again authorised, in accordance with Article L. 225-42-1 of the French Commercial Code, the commitments made to the Chief Executive Officer relating to the supplementary pension scheme.

Components of compensation paid during or granted in respect of the 2025-26 financial year	Amounts or accounting valuations put to the vote	Comments
		Terms for determining the accrual of pension rights subject to performance: If none or only one of the achievement rates for the criteria reaches 50% or if the two highest achievement rates are less than 50%: 0%; if the two highest achievement rates for the criteria are equal to or greater than 50%: 1%; if the three highest achievement rates for the criteria are equal to or greater than 70%: 1.2%; if the three highest achievement rates for the criteria are equal to or greater than 100%: 1.5%; 7. annual cap on the accrual of pension rights: the annual accrual rate is capped at 1.5% for any given year. At its meeting of 3 June 2026, the Board of Directors noted that at least three of the performance criteria had been achieved by 100% or more and accordingly granted 1.5% additional rights for the period from 1 April 2025 to 24 June 2025. The Company's obligation to its Chief Executive Officer, based on length of service at 24 June 2025, is €7,034 under the defined-contribution pension scheme and €353,162 (corresponding to an estimated annual annuity of €10,797) under the defined-benefit pension scheme for the period from 1 April 2025 to 24 June 2025. These amounts correspond to the contributions paid by the Company to the insurer in respect of the past financial year for the defined-contribution pension scheme and to the contributions payable in respect of the past financial year for the defined-benefit pension scheme. This obligation has been confirmed independently by Deloitte Conseil.
Life and disability policies (death, disability and incapacity for work) and healthcare schemes	€2,188	Éric Vallat was covered by the Group life and disability policies and healthcare schemes for all employees. These schemes comprise i) an insurance plan covering death, disability and incapacity for work, and ii) a healthcare plan. (i) Insurance scheme covering death, disability and incapacity for work: Éric Vallat is covered by a Group insurance plan covering disability, death and incapacity for work. The compensation used to calculate the contributions is capped at eight times the annual French social security ceiling for incapacity, disability and death benefits. The employer contribution rate is 1.86% on bracket A and 2.13% on brackets B and C. This is subject to change in accordance with the contractual provisions. The Company's obligation is limited to paying contributions to the insurance company that manages the plan. (ii) Healthcare plan: Éric Vallat is covered by a Group health insurance plan. The compensation used to calculate the contributions is capped at the annual social security ceiling. The employer contribution rate is 2.94% on bracket A, subject to change in accordance with the contractual provisions. The Company's obligation is limited to paying contributions to the insurance company that manages the plan.

COMPONENTS OF COMPENSATION PAID DURING OR GRANTED IN RESPECT OF THE 2025-26 FINANCIAL YEAR TO FRANCK MARILLY, CHIEF EXECUTIVE OFFICER FOR THE PERIOD FROM 25 JUNE 2025 - THIRTEENTH RESOLUTION

Components of compensation paid during or granted in respect of the 2025-26 financial year	Amounts or accounting valuations put to the vote	Comments
Fixed compensation	€612,098 (amount paid)	On an annual basis, the annual gross fixed compensation comprises an annual gross fixed salary of €800,000 in accordance with the decision of the Board of Directors on 3 June 2025, on the recommendation of the Nomination and Remuneration Committee, and approved by the Shareholders' Meeting of 22 July 2025 under the fifteenth resolution.
Annual variable compensation	€966,263 payable in cash, representing 120.8% of the gross fixed salary	The Executive Director receives annual variable compensation payable in cash. The variable portion of Franck Marilly's compensation corresponds to a percentage of the fixed portion. This could reach 100% if all performance targets are met, and may not exceed 155%. In accordance with the decision of the Board of Directors on 3 June 2025, on the recommendation of the Nomination and Remuneration Committee, for the 2025-26 financial year this compensation is calculated based on a full financial year. The Board of Directors made sure that the criteria used to calculate the variable portion of the Executive Director's compensation are such that his or her interests are aligned with those of the Company and its shareholders. On 3 June 2026, the Board of Directors, on the proposal of the Nomination and Remuneration Committee, considered that the quantitative criteria had been achieved by 141.6% and that the individual qualitative criteria had been achieved by 100%, including a criterion relating to the Group's CSR policy, which was achieved by 100%. Consequently, the variable compensation payable for the 2025-26 financial year, to be paid in the 2026-27 financial year, is 120.8% of the fixed portion, i.e. €966,263.

**QUANTITATIVE OBJECTIVES:
TARGET 50% - MAXIMUM 90%**

Objective	Weighting	Target	Maximum	Result 2025-26	Achievement of the variable portion	Board's assessment
Achievement of the current operating profit objective (€m)	40.00%	20.00%	40.00%	192.7	24.6%	Achievement above target
Achievement of the cash flow generation objective, excluding non-recurring items (€m)	40.00%	20.00%	34.00%	57.8	34.0%	Maximum achieved
Achievement of the net profit objective, excluding non-recurring items (€m)	13.50%	6.75%	10.80%	108.1	8.0%	Achievement above target
Achievement of the ROCE objective (%)	6.50%	3.25%	5.20%	9.0%	4.2%	Achievement above target
TOTAL					70.8%	

INDIVIDUAL QUALITATIVE OBJECTIVES AND CSR: TARGET 50% - MAXIMUM 65%

Objective	Weighting	Target	Maximum	Achievement of the variable portion	Board's assessment
Identifying and taking appropriate measures in response to the implementation of tariffs in China and the United States	25.00%	12.50%	16.25%	12.50%	Achievement on target
Developing a transformation strategy and action plan to be implemented following the diagnostic phase	25.00%	12.50%	16.25%	12.50%	Achievement on target
CSR objectives (nature and climate, carbon impact, responsible consumption, diversity and inclusion and security)					
Arithmetic average of Executive Committee members' achievement rates	25.00%	12.50%	16.25%	12.50%	Achievement on target
Implementing a new governance structure to increase efficiency and agility	25.00%	12.50%	16.25%	12.50%	Achievement on target
TOTAL				50.00%	

Components of compensation paid during or granted in respect of the 2025-26 financial year	Amounts or accounting valuations put to the vote	Comments
Deferred variable compensation	n/a	-
Multi-year variable compensation	n/a	-
Extraordinary compensation	n/a	-
Compensation, indemnities or benefits payable upon taking up office	€470,000	This amount corresponds to the signing bonus paid in July 2025, as decided by the Board of Directors at its meeting of 3 June 2025, on the proposal of the Nomination and Remuneration Committee and approved by the Shareholders' Meeting of 22 July 2025 under the fifteenth resolution.
Long-term compensation: stock options	n/a	-
Long-term compensation: performance shares	€337,500 (accounting valuation)	This amount corresponds to the valuation of the plan awarded during the 2025-26 financial year, which will vest on 23 January 2029. The details of the plan are described in Table 6: Performance shares granted free of charge during the financial year to each Executive Director by the issuer and by any Group company.
Long-term compensation: other components	n/a	-
Directors' fees	n/a	-
Valuation of benefits of any kind	€14,804	This benefit in kind corresponds to the provision of a company car and coverage of maintenance, insurance and running costs, as well as the contribution to a benefits scheme for managers and senior executives.
Severance pay	No payment	Franck Marilly will be eligible for severance pay equivalent to 24 months' compensation (including fixed salary and the last annual bonus) prior to the date of the revocation or non-renewal of his corporate office ⁽¹⁾. In the event of business failure, the Board of Directors may waive all or part of the severance pay. The Company's situation will be assessed on the basis of results measured at the end of the last two financial years. Actual payment of this benefit is subject to the performance criteria set out below: <u>Quantitative performance criteria</u> If the quantitative results, approved by the Board of Directors and serving as the calculation basis for Executive Committee members' bonuses, are less than 75% of the budgetary targets, no compensation will be payable. If the quantitative results, approved by the Board of Directors and serving as the calculation basis for Executive Committee members' bonuses are equal to or greater than 75% of the budgetary targets, the compensation paid will be equivalent to 24 months' gross compensation multiplied by the percentage achieved (maximum 100%). For example, if the percentage used is 87.5%, the compensation will be equal to 21 months. The percentage used to calculate the compensation is the average percentage of the previous two financial years. <u>Qualitative performance criteria</u> The Board of Directors may adjust the amount of the bonus, expressed as a percentage of gross annual remuneration and calculated on the basis of quantitative criteria, according to the results measured on the basis of qualitative criteria. For this, the Board of Directors takes the Company's corporate social responsibility rating with an agency such as Vigéo into consideration. The final compensation amount is capped at 24 months' compensation as defined above.

Components of compensation paid during or granted in respect of the 2025-26 financial year	Amounts or accounting valuations put to the vote	Comments
Non-compete compensation	No payment	Franck Marilly is subject to a non-compete clause which prohibits him from working for a competitor for a period of one year from the date on which his term of office ends⁽¹⁾. This clause may be waived by the Board of Directors and will be accompanied by gross monthly non-compete compensation equivalent to 100% of the average gross monthly basic compensation received over the twelve (12) months preceding the date on which the term of office is terminated. The severance pay and non-compete compensation will be capped at 24 months' salary as defined above. In the event of a breach of this non-compete clause, the Company will be entitled to claim damages.
Supplementary pension scheme	€23,264	Franck Marilly benefits from a Group defined-contribution pension scheme for all employees. This scheme is governed by Article L. 242-1 of the French Social Security Code, with contributions, paid by the Company, equal to 8% of the portion of his annual compensation between one and eight times the annual French social security ceiling. The Company's obligation is limited to paying contributions to the insurance company that manages the plan.
Life and disability policies (death, disability and incapacity for work) and healthcare schemes	€7,252	Franck Marilly is covered by the Group life and disability policies and healthcare schemes for all employees. These schemes comprise i) an insurance plan covering death, disability and incapacity for work, and ii) a healthcare plan. (i) Insurance plan covering death, disability and incapacity for work: Franck Marilly is covered by a Group insurance plan covering disability, death and incapacity for work. The compensation used to calculate the contributions is capped at eight times the annual French social security ceiling for incapacity, disability and death benefits. The employer contribution rate is 1.86% on bracket A and 2.13% on brackets B and C. This is subject to change in accordance with the contractual provisions. The Company's obligation is limited to paying contributions to the insurance company that manages the plan. (ii) Healthcare plan: Franck Marilly is covered by a Group health insurance plan. The compensation used to calculate the contributions is capped at the annual social security ceiling. The employer contribution rate is 2.94% on bracket A, subject to change in accordance with the contractual provisions. The Company's obligation is limited to paying contributions to the insurance company that manages the plan.

(1) At its meeting of 3 June 2025, the Board of Directors, on the proposal of the Nomination and Remuneration Committee, once again authorised, in accordance with Article L. 225-42-1 of the French Commercial Code, the commitment made to the Chief Executive Officer relating to severance pay and non-compete compensation, which was approved by the Shareholders' Meeting of 22 July 2025 under the fifteenth resolution.

3.5.5 COMPARISON OF EXECUTIVE AND EMPLOYEE COMPENSATION (INCLUDING LONG-TERM COMPENSATION)

In accordance with the provisions of Article L. 22-10-9 of the French Commercial Code, details of the ratios used to measure the gap between executive compensation and that of the Company's employees are provided in the following table, pursuant to the AFEP-MEDEF guidelines on compensation multiples, updated in February 2021.

Pursuant to Article L. 22-10-9, the scope to be considered for the calculation of the indicators is that of the listed company preparing the corporate governance report.

However, as Rémy Cointreau SA has no employees, the indicators were calculated on the basis of the compensation of all employees, based in France, of CLS Rémy Cointreau SA, Cointreau SA, E. Rémy Martin & C°, Rémy Cointreau France Distribution SA and Maison Psyché, which are wholly-owned subsidiaries of Rémy Cointreau SA, representing 743 employees at the end of the 2025-26 financial year (751 employees at the end of the 2024-25 financial year). These employees make up 96.6% of the workforce based in France. These items are among the information referred to in Article L. 22-10-9 of the French Commercial Code. They will be put to a general vote pursuant to Article L. 225-100 II of the French Commercial Code at

the Shareholders' Meeting to be held on 21 July 2026. The compensation shown in the table includes the following items:

- fixed compensation paid during the financial year;
- variable compensation paid during the financial year;
- directors' fees paid during the financial year, if any;
- the carrying amount of benefits in kind paid during the financial year;
- performance shares granted during the financial year (at IFRS value);
- incentives and profit-sharing paid during the financial year.

For both Rémy Cointreau's employees and Rémy Cointreau's corporate officers, compensation has been annualised. The Executive Directors concerned are the Chairman of the Board of Directors and the Chief Executive Officer.

The compensation disclosed is attached to the role and not the person. Therefore, any change in the person occupying the role does not affect the presentation of the information over the five-year period.

		2025-26	2024-25	2023-24	2022-23	2021-22
Chairman of the Board of Directors	Annual compensation ⁽¹⁾	€358,500	€359,045	€374,808	€686,044 ⁽²⁾	€488,651
	(Change/Prior year)	0%	-4%	-45%	40%	424%
	Ratio/Average employee compensation	4.9	5.0	4.7	8.7	6.6
	(Change/Prior year)	-1%	7%	-47%	31%	493%
	Ratio/Median employee compensation	6.4	6.6	6.2	11.8	9.1
	(Change/Prior year)	-3%	6%	-47%	29%	387%
Chief Executive Officer	Annual compensation ⁽³⁾	€1,691,425	€1,690,124	€2,457,373	€3,065,911	€3,507,164
	■ of which fixed compensation ⁽⁴⁾	€806,594	€817,372	€823,005	€809,009	€769,912
	■ of which variable portion paid	€520,000	€400,000	€1,003,807	€1,144,219	€1,087,374
	■ of which value of benefits in kind	€27,331	€19,697	€19,112	€18,233	€18,004
	■ of which value of bonus shares granted during the financial year	€337,500	€453,055	€611,450	€1,094,450	€1,631,874
	(Change/Prior year)	0.1%	-31%	-20%	-13%	-61%
	Ratio/Average employee compensation	23.3	23.5	30.5	39.0	47.7
	(Change/Prior year)	-1%	-23%	-22%	-18%	-56%
	Ratio/Median employee compensation	30.0	31.0	40.9	52.8	65.5
	(Change/Prior year)	-3%	-24%	-23%	-19%	-64%
Employees	Average compensation	€72,493	€71,912	€80,548	€78,661	€73,495
	(Change/Prior year)	0.8%	-10.7%	2.4%	7%	-12%
	Median compensation	€56,327	€54,549	€60,107	€58,045	€53,533
	(Change/Prior year)	3.3%	-9.2%	3.6%	8.4%	7.5%

(1) The amount of annual compensation includes compensation paid by the controlling company.

(2) For the 2022-23 financial year, the compensation of the Chairman was annualised on the basis of the compensation paid to Marc Hériard Dubreuil for the period from 1 April 2022 to 20 July 2022 and the compensation paid to Marie-Amélie de Leusse for the period from 21 July 2022 to 31 March 2023.

(3) For the 2025-26 financial year, the compensation of the Chief Executive Officer was annualised on the basis of the compensation paid to Éric Vallat for the period from 1 April 2025 to 24 June 2025 and the compensation paid to Franck Marilly for the period from 25 June 2025 to 31 March 2026. It also includes the variable portion paid to Éric Vallat for the period from 1 April 2024 to 31 March 2025 and paid in 2025, to take into account the change of Chief Executive Officer.

(4) This amount of €806,594 comprises a gross fixed salary of €800,000 and the surplus resulting from excess employer contributions to the supplementary pension plan (PERO, formerly Article 83) and the life and disability policy.

Explanation of changes in the ratios for the 2025-26 financial year

The increase in employees' average and median compensation in 2025-26 was mainly due to the payment of higher incentive and variable compensation amounts compared to 2024-25, despite a fall in the level of profit-sharing payments.

The Chief Executive Officer's fixed compensation of €800,000 is unchanged from the previous financial year.

3.5.6 COMPANY SECURITIES TRADING BY EXECUTIVE DIRECTORS

Executives' declarations

Persons concerned	Type of transaction	Date of transaction	AMF Decision No.	Number of shares (unit price)
Orpar SA Legal entity Board member of Rémy Cointreau Represented by Jérôme Bosc	Receipt of dividend in shares	1 October 2025	2025DD1068067	249,842 (€44.33)
Récopart SAS Legal entity related to Orpar SA, Board member of Rémy Cointreau, represented by Jérôme Bosc	Receipt of dividend in shares	1 October 2025	2025DD1068068	88,203 (€44.33)
Orpar SA Legal entity Board member of Rémy Cointreau Represented by Jérôme Bosc	Acquisition - Exercise of Tranche 1 of a written American put option on Rémy Cointreau shares	15 December 2025	2025DD1075165	73,000 (€74.04)
Orpar SA Legal entity Board member of Rémy Cointreau Represented by Jérôme Bosc	Acquisition - Exercise of Tranche 2 of a written American put option on Rémy Cointreau shares	15 January 2026	2026DD1089361	73,000 (€67.10)
Orpar SA Legal entity Board member of Rémy Cointreau Represented by Jérôme Bosc	Acquisition - Exercise of Tranche 3 of a written American put option on Rémy Cointreau shares	16 February 2026	2026DD1095228	73,000 (€64.79)

3.5.7 SHARES AND VOTING RIGHTS OF MEMBERS OF THE BOARD OF DIRECTORS AT 31 MARCH 2026

Board member (natural person)	Shares	%	Shares with double voting rights	Voting rights	%
Marie-Amélie de Leusse	13,038	0.02	12,613	25,651	0.03
Caroline Bois	4,723	0.01	4,592	9,315	0.01
Laure Hériard Dubreuil	105	0.00	105	210	0.00
Elie Hériard Dubreuil	535	0.00	519	1,054	0.00
Hélène Dubrule	100	0.00	100	200	0.00
Pierre Bidart	200	0.00	0	200	0.00
Sonia Bonnet-Bernard	100	0.00	0	100	0.00
Bruno Pavlovsky	100	0.00	100	200	0.00
Alain Li	511	0.00	0	511	0.00
Marc Verspyck	100	0.00	100	200	0.00
Jessica Spence	100	0.00	0	100	0.00
TOTAL	19,612	0.03	18,129	37,741	0.04

3.5.8 REPORT ON THE COMPENSATION POLICY FOR EXECUTIVE DIRECTORS UNDER ARTICLE L. 225-37-2 OF THE FRENCH COMMERCIAL CODE (SAY ON PAY - EX-ANTE - FOURTEENTH AND FIFTEENTH RESOLUTIONS)

This report, approved by the Board of Directors on 3 June 2025 on the recommendation of its Nomination and Remuneration Committee, sets out the principles and criteria for the determination, distribution and allocation of fixed, variable and extraordinary components of total compensation and benefits of any kind that may be awarded to Executive Directors in respect of their term of office.

In accordance with Article L. 225-37-2 of the French Commercial Code, the principles and criteria set out in this report will be submitted for the approval of the Combined Shareholders' Meeting of 22 July 2025.

The definition of Executive and Non-Executive Directors used in this report is taken from the AFEP-MEDEF Corporate Governance Code of Listed Corporations.

3.5.8.1 Guiding principles and implementation of the compensation policy

Rémy Cointreau's compensation policy for its Executive Directors is designed to support its long-term growth strategy by focusing on investment decisions and competitiveness in its various markets. This policy thus establishes a close link between the performance of executives and their compensation in the short, medium and long term, with the aim of aligning their interests with those of the Company's shareholders.

Rémy Cointreau's compensation policy seeks to attract and motivate highly qualified men and women, to enable them to significantly enhance their performance and to link their compensation to the Company's results. The policy comprises short-term compensation consisting of fixed and variable components, long-term incentives with performance shares and ancillary items such as defined-contribution and defined-benefit pension schemes, life and disability plans and severance pay.

When setting its compensation policy, the Board of Directors takes into account the principles of comprehensiveness, balance,

comparability, consistency, understandability and proportionality advocated by the AFEP-MEDEF Corporate Governance Code of Listed Corporations.

The overall compensation paid to Executive and Non-Executive Directors is set by the Board of Directors, which decides on the basis of recommendations issued by the Nomination and Remuneration Committee. The committee ensures that each component of compensation responds to a clear objective that is fully in line with the strategy and interests of the business.

Regardless of the components of compensation concerned, the committee's objective is to recommend a general compensation policy to the Board of Directors that is both competitive and attractive. To that end, it draws on objective studies of the executive compensation offered by companies comparable to Rémy Cointreau in the appropriate market, carried out by external experts.

This report sets out the components of compensation and benefits of any kind referred to in Article R. 225-29-1 of the French Commercial Code, as provided for in decree No. 2017-340 of 16 March 2017.

3.5.8.2 Compensation structure and calculation criteria

The Board of Directors, on the recommendation of the Nomination and Remuneration Committee, seeks to maintain a proportionate balance between fixed, variable and long-term compensation. It follows a strict framework for attaining ambitious, clearly defined commercial and financial targets, delivering long-term sustainable performance and securing proven expertise in international team leadership. The Chief Executive Officer's performance-related pay is thus a substantial part of his or her compensation package.

The compensation components described below concern both the Chief Executive Officer of the Company, an Executive Director, and the Chairwoman of the Board of Directors, a Non-Executive Director, as defined by the AFEP-MEDEF Code.

Non-Executive Director - fourteenth resolution

Non-Executive Director	Ex-ante say on pay (compensation for 2026-27)
Directors' fees	The total amount of directors' fees put to the vote of the shareholders is subject to a review of the practices adopted by French groups of a similar scale and international dimension to Rémy Cointreau. The Board of Directors ensures that the amount of directors' fees awarded is commensurate with Board members' responsibilities and the amount of time they devote to their duties. The Board of Directors distributes the annual amount of €700,000 in directors' fees set by the Shareholders' Meeting among its members as follows: ■ a fixed portion of €20,000, defined on an annual basis; ■ a variable portion of €26,000 proportionally commensurate with each Board member's actual attendance at Board and committee meetings; ■ an additional fixed portion related to chairing a committee of the Board of Directors, namely €4,400 for the Audit Committee and €3,080 for the Nomination and Remuneration and Corporate Social Responsibility Committees; ■ an additional portion proportionally related to chairing a committee of the Board of Directors, namely €5,600 for the Audit Committee and €3,920 for the Nomination and Remuneration and Corporate Social Responsibility Committees; ■ an additional fixed portion related to participation in a committee of the Board of Directors, namely €1,500 for the Audit-Finance Committee and €1,000 for the Nomination and Remuneration and Corporate Social Responsibility Committees. In addition, the Board of Directors may grant extraordinary compensation for specific assignments entrusted to members of the Board. This type of compensation is subject to the legal provisions on related-party agreements. Members of the Board of Directors are also reimbursed all expenses incurred in the course of their duties, subject to supporting documentation being produced. As a Non-Executive Director, the Chairman of the Board of Directors is subject to the above rules regarding the allocation of directors' fees.
Annual fixed compensation	The fixed portion of compensation is determined according to the responsibilities of the Chairman of the Board of Directors, as a Non-Executive Director. A review is carried out on a regular basis with the help of specialised consulting firms to assess the positioning of the Chairman's compensation relative to practices in other SBF 120 companies for a comparable role. For the 2026-27 financial year, the gross annual fixed compensation put to the vote at the Shareholders' Meeting is €250,000, which is unchanged from the prior year.
Annual variable compensation (bonus)	The Non-Executive Director does not receive annual variable compensation, given their independence from the Chief Executive Officer's role. The Board of Directors follows the recommendations of the AFEP-MEDEF Corporate Governance Code in this regard.
Multi-year variable compensation	The Non-Executive Director does not receive multi-year variable compensation.
Stock option grants	The Chairman of the Board of Directors is not eligible for any plan of this type, in accordance with the recommendations of the AFEP-MEDEF Corporate Governance Code.
Award of bonus shares	The Non-Executive Director is not eligible for bonus share plans, in accordance with the recommendations of the AFEP-MEDEF Corporate Governance Code.
Extraordinary compensation	The Non-Executive Director does not receive any extraordinary compensation.
Compensation, indemnities or benefits payable or that may become payable upon taking up office	The Non-Executive Director does not receive any compensation of this type.

Non-Executive Director	Ex-ante say on pay (compensation for 2026-27)
Components of compensation, indemnities or benefits payable or that may become payable as a result of the termination or change of office, or subsequent thereto, or defined-benefit pension commitments meeting the characteristics of the schemes referred to in Article L. 137-11-2 of the French Social Security Code	The Non-Executive Director is eligible for a defined-contribution plan governed by Article L. 242-1 of the French Social Security Code. Under this defined-contribution plan, the controlling company pays contributions of 8% of the portion of annual compensation between one and eight times the annual French social security ceiling. The Non-Executive Director does not benefit from other components of compensation, indemnities or benefits payable or that may become payable as a result of the termination or change of office or at any time thereafter.
Components of compensation and benefits of any kind payable or that may become payable to any of the persons referred to in the first paragraph of Article L. 225-37-2, under agreements entered into, directly or through an intermediary, by virtue of his or her office, with the Company in which the office is held, any company controlled by it, as defined by Article L. 233-16, any company which controls it, as defined by the same article, or any other company placed under the same control, as also defined in that article	It is noted as necessary that, due to its purpose, the service provision agreement entered into on 31 March 2011 between Rémy Cointreau SA and Andromède SAS, a company in which Marie-Amélie de Leusse holds a position as an Executive Director, does not provide for any compensation or benefits of any kind.
Any other component of compensation that may be granted in view of the office held	The Non-Executive Director does not receive any components of compensation other than those mentioned above.
Other benefits of any kind	The Board of Directors, on the proposal of the Nomination and Remuneration Committee, may decide to provide the Non-Executive Director with the use of a vehicle, covering the associated maintenance, insurance and running costs. The Chairman of the Board of Directors may be entitled to such benefits in kind. The Chairman of the Board of Directors is covered by a Group insurance plan covering disability, death and incapacity for work. The Company's obligation is limited to paying contributions to the insurance company that manages the plan.

Executive Director - fifteenth resolution

Executive Director	Ex-ante say on pay (compensation for 2026-27)
Annual fixed compensation	The fixed portion of compensation is determined according to the Executive Director's experience and responsibilities. A survey is regularly carried out with the help of specialist consultancy firms to examine how the Company's executive compensation structure compares with that of other SBF 120 companies for similar positions. On 3 June 2025, the Board of Directors, on the proposal of the Nomination and Remuneration Committee, approved a gross annual fixed compensation amount of €800,000 effective from 25 June. This compensation will remain unchanged for the 2026-27 financial year and will be awarded to the new Chief Executive Officer. If the legal conditions are met, the Nomination and Remuneration Committee may propose to the Board of Directors that the fixed compensation should include a proportion benefiting from the provisions of Article L. 155B of the French General Tax Code (known as an "impatriation bonus"). To benefit from this provision, the person must not have been resident in France for tax purposes over the five calendar years prior to their appointment. The provision has a limited duration.
Annual variable compensation (bonus)	As in previous years, the Board of Directors has set out a procedure for calculating the variable portion of Executive Directors' compensation so that it acts as an incentive while remaining fair. This procedure is based on ambitious quantitative criteria, including a CSR criterion, and qualitative criteria that ensure that compensation is in line with the Group's performance. The short-term variable portion of the Executive Director's compensation is set annually by the Board of Directors, on the recommendation of the Nomination and Remuneration Committee, when closing the previous financial year. This method is based on economic and management parameters linked to the Group's performance. It sets a ceiling for each component expressed as a percentage of the target value. The method consists of assessing the Executive Director's performance according to, on the one hand, quantitative financial and CSR-related criteria, which are also applied to all members of the Executive Committee and, on the other hand, qualitative criteria specific to the executive concerned. On 3 June 2026, the Board of Directors, on the recommendation of the Nomination and Remuneration Committee, reviewed the quantitative, qualitative and CSR criteria and selected the following elements, which will apply to the new Chief Executive Officer:

FINANCIAL QUANTITATIVE OBJECTIVES: TARGET 50% - MAXIMUM 90%

Objective	Weighting	Target	Maximum
Achievement of the current operating profit objective (€m)	40.00%	20.00%	40.00%
Achievement of the cash flow generation objective, excluding non-recurring items (€m)	40.00%	20.00%	34.00%
Achievement of the net profit objective, excluding non-recurring items (€m)	13.50%	6.75%	10.80%
Achievement of the return on capital employed (ROCE) objective (%)	6.50%	3.25%	5.20%

QUANTITATIVE OBJECTIVE RELATED TO CSR: TARGET 5% - MAXIMUM 6.5%

Objective	Weighting	Target	Maximum
Objective related to Corporate Social Responsibility <i>Arithmetic average of Executive Committee members' achievement rates</i>	100.00%	5.00%	6.50%

INDIVIDUAL QUALITATIVE OBJECTIVES: TARGET 45% - MAXIMUM 58.5%

Objective	Weighting	Target	Maximum
Objective related to the RC Forward transformation plan	44.44%	20.00%	26.00%
Objective related to the growth	44.44%	20.00%	26.00%
Objective related to the management, the organisation and the simplification of internal processes	11.11%	5.00%	6.50%

Executive Director	Ex-ante say on pay (compensation for 2026-27)
	Each criterion has a specific weight determined each year by the Board of Directors on the proposal of the Nomination and Remuneration Committee. The level of achievement of these criteria is established in a precise and detailed manner after their evaluation by the Nomination and Remuneration Committee and the Board of Directors. Due to the confidential nature of the Group's strategy, and in the same way as in previous years, details of the individual qualitative objectives may only be made public at the end of the financial year.
Multi-year variable compensation	Executive Directors do not receive multi-year variable compensation.
Directors' fees	Only Executive Directors who are Board members are eligible for directors' fees, which is not the case for the Company's Chief Executive Officer.
Stock option awards	The twenty-first resolution approved by the Shareholders' Meeting of 22 July 2021 relating to plan allocation expired at the Shareholders' Meeting of 18 July 2024 and was not resubmitted to the last Shareholders' Meeting.
Bonus share awards	Performance incentive plans must serve the aims of engaging and motivating key employees in pursuit of medium- and long-term performance, encouraging outperformance, involving the individuals concerned in the Company's value creation, retaining talent and optimising cost-effectiveness. The plans are aimed at a select group of individuals: the Company's Chief Executive Officer, Executive Committee members, key contributors, pillars of the organisation and high flyers. Key contributors are managers who have a strategic role (mainly brand managers and regional managers) and those who report to senior management. "Pillars" are managers who perform an essential role that requires experience and who would be difficult to replace. "High flyers" are managers who have been identified as potentially able to reach senior management level, or who could be promoted two management grades higher. Once identified, the beneficiaries are divided into groups. Each group is assigned a target increase, expressed as a percentage of the average annual salary of each group at the time of the award. In the case of the Company's Chief Executive Officer, the Board of Directors applies the criteria set out in the Corporate Governance Code of Listed Corporations for performance shares, particularly as regards the percentage of his or her total compensation and the percentage of his or her allocation relative to the overall budget approved by the shareholders at the Shareholders' Meeting, in line with the Company's previous valuation practices. In accordance with the thirtieth resolution approved by the Shareholders' Meeting of 18 July 2024, the maximum number of shares granted to the Chief Executive Officer may not exceed 0.2% of the share capital on the date of the Board of Directors' decision to grant the shares, over a 38-month period. In the event of termination of the corporate office, rights to bonus shares will be forfeited, unless the Board of Directors decides otherwise, stating the grounds for its decision, on the recommendation of the Nomination and Remuneration Committee.
Extraordinary compensation	The Board of Directors, acting on the recommendations of the Nomination and Remuneration Committee, retains the option to grant extraordinary compensation to the Executive Director in the event of the particularly significant success of a major transaction generating substantial and sustainable long-term economic benefits, although only where that achievement had not been anticipated when the qualitative criteria for the Executive Director's variable compensation were set.
Compensation, indemnities or benefits payable or that may become payable upon taking up office	The Board of Directors, on the recommendations of the Nomination and Remuneration Committee, may grant a signing bonus to a new Executive Director from a company outside the Group. This bonus is mainly intended to compensate the individuals concerned for the loss of benefits from which they would have otherwise benefited. It also enables the Group to attract what it considers to be the best international managerial talent in its field.

Executive Director	Ex-ante say on pay (compensation for 2026-27)
Components of compensation, indemnities or benefits payable or that may become payable as a result of the termination or change of office, or subsequent thereto, or defined-benefit pension commitments meeting the characteristics of the schemes referred to in Article L. 137-11-2 of the French Social Security Code	<u>Severance pay</u> The Executive Director is eligible for severance pay equal to 24 months' compensation (including fixed salary and annual bonus) prior to the date of the revocation or non-renewal of the corporate office. Severance pay will only be paid in the event of forced departure. It will not be due where there are serious grounds for dismissal or in cases of misconduct or in the event of business failure. Actual payment of this benefit is subject to the performance criteria set out below: <u>Performance criterion relating to the business situation</u> In the event of business failure, the Board of Directors may waive all or part of the severance pay. The Company's situation will be assessed on the basis of results measured at the end of the last two financial years. <u>Quantitative performance criteria</u> If the quantitative results, approved by the Board of Directors and serving as the calculation basis for Executive Committee members' bonuses, are less than 75% of the budgetary targets, no compensation will be payable. If the quantitative results, approved by the Board of Directors and serving as the calculation basis for Executive Committee members' bonuses are equal to or greater than 75% of the budgetary targets, the compensation paid will be equivalent to 24 months' gross compensation multiplied by the percentage achieved (maximum 100%). For example, if the percentage used is 87.5%, the compensation will be equal to 21 months. The percentage used to calculate the compensation is the average percentage of the previous two financial years. <u>Qualitative performance criteria</u> The Board of Directors may adjust the amount of the bonus, expressed as a percentage of gross annual remuneration and calculated on the basis of quantitative criteria, according to the results measured on the basis of qualitative criteria. For this, the Board of Directors considers whether the Company has maintained its corporate social responsibility rating from Vigéo, or any other environmental rating agency. The final compensation amount is capped at 24 months' salary as defined above. <u>Non-compete compensation</u> The Executive Director is subject to a non-compete clause which prohibits him or her from working for a competitor. In respect of this non-compete clause, the activity taken into consideration as of the date of this document is the production, sale and distribution of liqueurs and spirits. This non-compete undertaking applies to a defined geographic region for a fixed period of time from the effective termination of their contract of appointment. During this period, the Executive Director will receive a gross monthly lump-sum non-compete payment equating to 100% of the average gross monthly basic compensation received during the twelve (12) months prior to the end of the term of office. The Board of Directors may waive this clause. In the event of a breach of this non-compete clause, the Company will be entitled to claim damages. Non-compete compensation is not payable if the Executive Director retires or is over the age of 65. <u>Supplementary pension scheme</u> The Executive Director is eligible for a Group defined-contribution pension plan for all employees. This scheme is governed by Article L. 242-1 of the French Social Security Code, with contributions, paid by the Company, equal to 8% of the portion of annual compensation between one and eight times the annual French social security ceiling. The Company's obligation is limited to paying contributions to the insurance company that manages the plan.

Executive Director	Ex-ante say on pay (compensation for 2026-27)
Components of compensation and benefits of any kind payable or that may become payable to any of the persons referred to in the first paragraph of Article L. 225-82-2, under agreements entered into, directly or through an intermediary, by virtue of his or her office, with the Company in which the office is held, any company controlled by it, as defined by Article L. 233-16, any company which controls it, as defined by the same article, or any other company placed under the same control, as also defined in that article.	The Company's Chief Executive Officer does not benefit from any such agreements.
Any other component of compensation that may be granted in view of the office held	The Chief Executive Officer does not benefit from any other components of compensation in respect of his or her office other than those mentioned above.
Other benefits of any kind	The Chief Executive Officer is eligible for the use of a company car. The maintenance, insurance and running costs are covered by the Company. He also benefits from the Company's payments of contributions to a benefits scheme for managers and senior executives. The Company's Chief Executive Officer is covered by the Group life and disability and healthcare schemes for all employees. The Company's obligation is limited to the payment of contributions to the insurance company that manages the scheme. These schemes include an insurance plan covering death, disability and incapacity for work and a healthcare plan, as described in this document.



4

COMMENTS ON THE RESULTS AND FINANCIAL POSITION FOR THE FINANCIAL YEAR

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For the financial year ended 31 March 2026

Rémy Cointreau's **sales** came to €935.3 million in full-year 2025-26, up +0.2% on an organic basis (-5.0% as reported), in line with objectives.

Current Operating Profit was €165.4 million, down -11.5% on an organic basis. This mainly reflects a decline in gross margin linked to incremental customs duties, as well as unfavorable trends in price mix and production costs. This deterioration was partially offset by strict control of overhead costs.

Current Operating Margin was down by -4.4 points to 17.7% as reported (of which -2.6 points on an organic basis).

4.1 ANALYSIS OF THE BUSINESS AND CONSOLIDATED INCOME STATEMENT

4.1.1 KEY FIGURES

All figures are presented in millions of euros for the year ended **31 March**. Organic changes are calculated using the consolidation scope and exchange rates applicable in the prior period.

<i>In €m, unless otherwise stated</i>	2026	2025	Reported change	Organic change vs. 2025	Organic change vs. 2020
Sales	935.3	984.6	-5.0%	+0.2%	-4.6%
Gross margin (%)	65.8%	70.6%	-4.7 pts	-3.7 pts	-0.8 pts
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
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 - Group share excl. non-recurring items	89.2	128.0	-30.3%	-16.6%	-23.6%
<i>Net margin excl. non-recurring items (%)</i>	9.5%	13.0%	-3.5 pts	-2.2 pts	-2.7 pts
Basic earnings per share (in €)					
Net profit - Group share	1.51	2.36	-36.0%	-22.2%	-30.0%
Net profit - Group share excluding non-recurring items	1.71	2.49	-31.2%	-17.8%	-27.0%
Operating investments	33.5	49.6	-	-	-
<i>Free cash flow</i>	53.8	19.2	-	-	-
Net financial debt	690.4	675.4	-	-	-

4.1.2 ANALYSIS OF SALES

In the year ended 31 March 2026, Rémy Cointreau generated sales of €935.3 million, up +0.2% on an organic basis. Sales as reported were down -5.0%, including a negative currency effect of -5.2%.

Sales by geographic area

<i>In €m, unless otherwise stated</i>	2026	2025	Reported change	Organic change vs. 2025	Organic change vs. 2020
Asia-Pacific	356.0	394.4	-9.8%	-4.3%	+17.9%
Americas	361.2	363.2	-0.6%	+7.2%	-18.1%
Europe-Middle East-Africa	218.1	226.9	-3.9%	-3.1%	-8.1%
TOTAL	935.3	984.6	-5.0%	+0.2%	-4.6%

Sales in the **APAC** region declined by -4.3% on an organic basis, notably impacted in China by challenging market conditions and first half disruptions in Travel Retail. However Rémy Martin demonstrated solid resilience and continued to gain market share. The **Americas region** saw organic growth of +7.2%, supported by a very favorable base of comparison and a marked sequential improvement in depletion⁽¹⁾ variation, compared to last year. This improvement

reflects the initial results of initiatives aimed at revitalizing Rémy Martin VSOP, as well as the resilience of the Liqueurs & Spirits division. Lastly, the **EMEA** region reported a -3.1% organic decline, impacted by the Cognac division, where intense competitive pressures weighed on results against a backdrop of relatively subdued consumption.

Sales by division

<i>In €m, unless otherwise stated</i>	2026	2025	Reported change	Organic change vs. 2025	Organic change vs. 2020
Cognac	573.6	611.8	-6.2%	-0.5%	-18.2%
Liqueurs & Spirits	346.1	352.5	-1.8%	+2.8%	+37.5%
Group Brands	919.7	964.3	-4.6%	+0.7%	-3.7%
Partner Brands	15.6	20.3	-22.9%	-22.4%	-41.6%
TOTAL	935.3	984.6	-5.0%	+0.2%	-4.6%

Sales in the **Cognac** division declined -0.5% on an organic basis in 2025-26, including a +7.8% up in volumes and a Price-Mix effect of -8.3%. This performance primarily reflects strong sales growth in the Americas, driven by a favorable comparison base and a sequential improvement in the change in depletion compared to last year. Rémy Martin notably benefited from the initial results of initiatives undertaken to revitalize Rémy Martin VSOP and the improved performance of the premium segment. Meanwhile, the Asia Pacific region recorded a moderate decline in sales, hampered in China by complex market conditions and disruptions in the travel retail sector during the first half of the year. However, Rémy Martin demonstrated good resilience and continued to gain market share. Conversely, the rest of Asia generated strong sales growth, supported by the performance of Rémy Martin VSOP and Rémy Martin XO. Finally, the Europe, Middle East, and Africa region remains affected by a sluggish and competitive consumer environment.

Rémy Martin maintained a targeted and selective marketing investment policy across all its key markets. In the United States, Rémy Martin intensified its activations on VSOP to increase its visibility. Initial results are promising, particularly the launch of its limited edition VSOP Cities. In China, numerous marketing initiatives during the Chinese New Year and the Mid-Autumn Festival strengthened the desirability of the Rémy Martin brand (especially

the CLUB range) and its resilience. The Year of the Horse in China resonated particularly well with Rémy Martin, whose historical emblem is the centaur. Finally, the year was marked by the launch of Rémy Martin VS in South Africa and Nigeria. Results far exceeding targets confirm the future potential of this market.

The **Liqueurs & Spirits** division recorded organic **revenue** growth of +2.8% in 2025-26, including a +2.6% increase in volume and a +0.2% Price-Mix effect. This performance reflects the strong results of Cointreau, The Botanist, and Bruichladdich. The Americas region was the division's main growth driver, supported by a favorable comparison base and robust depletions. The Asia Pacific region generated solid growth, primarily driven by Bruichladdich whisky, which benefited from a sales recovery in China and excellent momentum in Japan and the rest of Asia. The Europe, Middle East, and Africa region recorded a more mixed performance, impacted by a cautious consumer environment.

The division maintained a selective marketing investment policy focused on strengthening the desirability of its brands. Key initiatives during the year included the launch of its first ready-to-serve (RTS) Cointreau Citrus Spritz, the Cointreau Any Tequila campaign, and The Botanist's All We Need Is Now campaign. The year also saw the introduction of Metaxa's first ready-to-drink (RTD) beverages and the

(1) Wholesaler shipments to retailers (year-on-year in %)

launch of Telmont Champagne's Réserve de la Terre – Rosé, made with organic and regenerative grapes.

Partner Brands' revenue declined by -22.4% organically in 2025-26, impacted by an unfavorable trend in the Benelux countries and the UK.

4.1.3 ANALYSIS OF CURRENT OPERATING PROFIT

Current operating profit stood at €165.4 million, down -23.8% as reported (-11.5% on an organic basis).

Current Operating Margin stood at 17.7%, down -4.4 points as reported (of which -2.6 pts on an organic basis).

The change in current operating profit compared with March 2025 breaks down as follows:

Current operating profit – March 2025	217.0
Currency effects (net of hedging)	(26.6)
Change in gross profit	(34.7)
Change in advertising expenditure	6.0
Change in other selling and administrative expenses	3.7
Current operating profit – March 2026	165.4

During the year, current operating income was impacted by the unfavorable exchange rate fluctuations of the US dollar and the Chinese renminbi against the EUR, its main invoicing currencies. The total **effect of exchange rate** fluctuations was -€26.6 million.

The average **euro/dollar exchange rate** deteriorated from 1.07 in 2024-25 to 1.16 in full-year 2025-26, while the **average hedging rate** deteriorated from 1.09 to 1.15 over the same period. The average **euro/renminbi exchange rate** worsened from 7.76 in 2024-25 to 8.23 in 2025-26, and the **average hedging rate** deteriorated from 7.65 to 8.21 over the period.

The €34.7 million deterioration in **gross margin** primarily reflects the impact of additional customs duties, an unfavorable price-mix effect, and a rise in production costs. The gross margin thus fell by -3.7 points organically to a level which remains high at 65.8%.

The Group has also moderately reduced its **marketing and communications** expense ratio as a percentage of revenue which nonetheless remained high (19.7% of sales).

Other **trading and net administrative expenses** are down by 3.7 million euros reflecting strict cost control, despite the "mechanical" reintegration of 11 million euros of cyclical savings achieved last year.

Current operating profit by division

<i>In €m, unless otherwise stated</i>	2026	2025	Reported change	Organic change vs. 2025	Organic change vs. 2020
Cognac	141.5	184.5	-23.3%	-12.6%	-26.1%
Margin (%)	24.7%	30.2%	-5.5 pts	-3.6 pts	-2.8 pts
Liqueurs & Spirits	43.1	51.5	-16.3%	-3.1%	+31.9%
Margin (%)	12.5%	14.6%	-2.1 pts	-0.8 pts	-0.6 pts
Group Brands	184.6	236.0	-21.8%	-10.5%	-17.6%
Margin (%)	20.1%	24.5%	-4.4 pts	-2.7 pts	-3.7 pts
Partner Brands	(1.3)	(1.4)	-8.6%	-9.4%	-19.4%
Holding company costs	(17.9)	(17.7)	+1.5%	+1.9%	-11.2%
TOTAL	165.4	217.0	-23.8%	-11.5%	-18.1%
Margin (%)	17.7%	22.0%	-4.4 pts	-2.6 pts	-3.2 pts

In the **Cognac** division, **Current Operating Profit** fell -12.6% on an organic basis to €141.5 million, with current operating margin down -3.6 points to 24.7%. This mainly reflects lower gross margin, which nonetheless remained high (-5.5 points on an organic basis, to 67.2%). Negative factors included an unfavorable price mix, higher production costs, and the recognition of additional customs duties. These impacts were partially offset by continued tight control of overhead costs (sales ratio down 0.5 points on an organic basis) and a more selective approach to investment in marketing and communications (sales ratio down 1.4 points on an organic basis, while remaining high).

In the **Liqueurs & Spirits** division, **Current operating profit** declined -3.1% on an organic basis to €43.1 million, setting margin at 12.5%, down by -0.8 points. This reflected a decline in gross margin (-1.4 points on an organic basis, to 66.0%), due primarily to the integration of incremental customs duties and a slight increase in marketing and communications investment (sales ratio up by 0.2 points). It was partially offset by a reduction in overhead costs (sales ratio down 0.7 points on an organic basis).

The Current Operating Result of **Partner Brands** was -1.3 million euros in 2025-26 compared to -1.4 million euros in 2024-25.

Holding company costs stood at €17.9 stable compared to the 2024-25 financial year.

4.1.4 OTHER INCOME STATEMENT ITEMS

<i>In €m, unless otherwise stated</i>	2026	2025	Reported change	Organic change
Current operating profit	165.4	217.0	-23.8%	-11.5%
Other non-current income/(expense)	(13.9)	(6.0)	-	-
Operating profit	151.5	211.0	-28.2%	-15.9%
Financial result	(42.1)	(42.6)	-1.2%	+3.8%
Profit before tax	109.4	168.4	-35.0%	-20.9%
Income tax	(31.4)	(48.2)	-34.9%	-20.7%
Share of profit of associates / Non-controlling interests	0.6	1.0	-37.7%	-37.7%
Net profit Group share	78.7	121.2	-35.1%	-21.1%
Net profit Group share excluding non-recurring items	89.2	128.0	-30.3%	-16.6%
Basic earnings per share (in €)				
Net profit - Group share	1.51	2.36	-36.0%	-22.2%
Net profit - Group share excluding non-recurring items	1.71	2.49	-31.2%	-17.8%

Other operating costs and income stood at -€13.9 million in 2025-26 compared with -€6.0 million in 2024-25, including depreciation of Westland assets and restructuring in the Benelux linked to changes in the distribution network. As a result, **operating profit** stood at €151.5 million in 2025-26, down -28.2% as reported.

Financial expense totaled -€42.1 million in 2025-26, compared with -€42.6 million in 2024-25.

Taxes came to €31.4 million, for a nearly unchanged effective tax rate of 28.7% in 2025-26 (28.2% excluding non-recurring items) compared with 28.6% in 2024-25 (27.2% excluding non-recurring items).

Net profit Group share stood at €78.7 million, down -35.1% as reported, for a net margin of 8.4%, down -3.9 points as reported.

Excluding non-recurring items (other non-current income and expenses, net of tax), net profit Group share was €89.2 million, down -30.3% on a reported basis.

EPS Group share stood at €1.51, down -36.0% as reported from 2024-25. Excluding non-recurring items, the figure is €1.71.

4.1.5 EXCEPTIONAL EVENTS AND LITIGATION

On February 20, 2026, the United States Supreme Court declared the IEEPA tariffs unlawful. As a result, U.S. Customs and Border Protection (CBP) is required to issue refunds. These tariffs had been levied on imports of the Group's products into the United States since April 2025. At the reporting date, the system for submitting refund requests was not yet in place, and the procedures were still uncertain. No products receivable had been recorded. CBP opened the refund process on April 20, 2026, and the Group immediately began the process. The amount of IEEPA tariffs paid directly and indirectly by the Group that are eligible for refund is estimated at

\$16.7 million. In the course of managing its operations, Group companies are involved in various proceedings concerning trademark law, intellectual property rights protection, distribution network protection, employee relations, tax audits, and all other matters inherent to their activities. The Group believes that the provisions recorded on its balance sheet for these known risks and ongoing litigation at the reporting date are sufficient to ensure that the consolidated financial position will not be materially affected in the event of an adverse outcome.

4.2 COMMENTS ON THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(In € millions)	2026	2025	Change
Non-current assets (other than deferred taxation)	994.0	1,018.9	(24.9)
Inventories	2,168.4	2,105.6	62.9
Trade and other receivables	170.5	187.5	(17.0)
Trade and other payables	(656.0)	(639.1)	(16.9)
Net circulating assets	1,682.9	1,654.0	28.9
Other assets (liabilities)	(56.9)	(68.1)	11.2
TOTAL	2,620.0	2,604.8	15.3
Financed by:			
Equity	1,929.6	1,929.3	0.3
Net financial debt	690.4	675.4	15.0
TOTAL	2,620.0	2,604.8	15.3
For information:			
TOTAL ASSETS	3,455.9	3,424.2	31.7

All changes given below are compared with the financial year ended 31 March 2025.

Total **non-current assets** amounted to €994.0 million at 31 March 2026, including €479.6 million in relation to goodwill and brands and €471.6 million of non-current operating assets.

The decrease of €24.9 million in non-current assets breaks down as follows:

Net non-current assets - opening	1,018.9
Translation differences	(11.2)
Increase in non-current operating assets	33.5
Amortisation/depreciation for the period	(46.1)
Impairments	(1.9)
Change in value of Dynasty investment	(3.2)
Change in other financial assets	4.0
Other changes	(0.0)
Total change	(24.9)
Non-current assets - closing	994.0

The €33.5 million increase in non-current operating assets relates to:

- production and storage sites (€26.3 million);
- IT systems (€3.4 million);
- the fitting out of office, retail and other spaces (€3.8 million).

The Group still holds an equity investment in the Dynasty Fine Wines Group, a major wine player in China listed on the Hong Kong Stock Exchange. This equity investment is recognised in accordance with IFRS 9. Based on a closing share price of HK\$0.22 (March 2025: HK\$0.31), the valuation of the investment decreased by €3.2 million over the financial year. This decrease was recognised through other

comprehensive income. As of 31 March 2026, including the impact of changes in value and exchange rates, it was valued at €8.2 million (March 2025: €12.2 million).

Net circulating assets include inventories of ageing spirits, which are one of the Group's core assets. The total net carrying amount of ageing spirits at 31 March 2026 was €1,900.4 million (88% of total inventories). This was €82.2 million higher than at 31 March 2025. Due to a decline in other stocks and a reduction in other working capital items, however, net circulating assets increased overall by only €28.9 million. The changes in individual circulating asset and liability items are discussed in section 4.3 on cash flows.

Other assets (liabilities) presented a net liability of €56.9 million at 31 March 2026. The reduction in this liability position relative to the prior year breaks down as follows:

Other assets and (liabilities) - opening	(68.1)
Translation differences	(2.0)
Current and deferred taxation	16.2
Change in hedging instruments	(4.1)
Change in provisions for liabilities and charges	1.0
Total change	11.2
Other assets and (liabilities) - closing	(56.9)

Equity amounted to €1,929.6 million at 31 March 2026, giving the Group a solid financial structure. The change during the financial year breaks down as follows:

Equity - opening	1,929.3
Net profit for the period	78.5
Change in translation reserves	(11.9)
Other comprehensive income	(5.9)
Allocation to bonus share plans	(0.4)
Dividend paid (cash and shares)	(58.8)
Other changes	(1.2)
Total change	0.3
Equity - closing	1,929.6

The Shareholders' Meeting of 22 July 2025 approved the payment of an ordinary dividend of €1.50 per share in respect of the financial year ended 31 March 2025, comprising €1.00 in cash and €0.50 payable optionally in cash or in shares. This transaction resulted in the creation of 429,588 new shares and a cash dividend of €58.8 million, which was paid in October 2025.

Gross financial debt totalled €690.4 million, an increase of €15.0 million. The main component of this movement, in addition to free cash flow of +€53.8 million, is the payment of the dividend (-€58.8 million).

At 31 March 2026, the Rémy Cointreau Group had €891.5 million in confirmed funding, including:

- €30 million confirmed credit facility – maturity 31 March 2026 – variable interest at €STR plus fixed margin;
- €21.5 million of unredeemed OCEANE convertible bonds issued on 7 September 2016 – maturity 7 September 2026 – fixed interest at 0.125%;
- €80 million bilateral bullet loan – maturity 10 November 2028 – fixed interest at 0.60%;
- €180 million syndicated revolving loan – maturity 29 March 2029 – variable interest at EURIBOR plus a variable margin;

- €75 million bond issue (private placement) – maturity 28 September 2030 – fixed interest at 5.194%;
- €205 million bond issue (private placement) – maturity 28 September 2033 – fixed interest at 5.626%;
- €100 million bond issue (private placement) – maturity 28 September 2035 – fixed interest at 5.788%;
- €200 million Schuldschein issue (private placement), divided into a three-year and a five-year tranche; the average maturity is thus around four years. The majority of the debt was issued at a floating interest rate (indexed to 6-month Euribor);

In addition, the Group had €335 million in unconfirmed bilateral lines.

The availability and cost of certain Group borrowings are linked to a bank covenant referred to as the "A ratio"⁽¹⁾. The A ratio was 3.22 at 31 March 2026 (March 2025: 2.40). Under the terms of the various borrowings, this ratio, calculated every six months, must remain less than or equal to 4.0 until maturity. The Group does not expect to experience any difficulties regarding the availability of its financing.

The Group's rating is reviewed annually. At 31 March 2026, Moody's had assigned the rating of Baa3, with a negative outlook.

(1) The A ratio is calculated every six months. It is the ratio of (a) the arithmetic average of adjusted net debt at the end of the half-year and the end of the previous half-year, to (b) adjusted EBITDA for the previous 12 months. The amounts disclosed in the financial statements are adjusted to exclude the impact of IFRS 16 and the debt related to the commitments to purchase securities from non-controlling shareholders.

4.3 COMMENTS ON CHANGE IN CONSOLIDATED CASH FLOWS

(In € millions)	2026	2025	Change
EBITDA	211.6	267.8	(56.2)
Change in working capital	(39.8)	(131.7)	91.9
Net cash flow from operations	171.8	136.1	35.7
Net cash flow in relation to other non-current income/(expenses)	(4.3)	(8.4)	4.1
Net cash flow in relation to financial income/(expenses)	(30.0)	(37.4)	7.5
Net cash flow in relation to income taxes	(46.7)	(19.9)	(26.8)
Other operating cash flows	(80.9)	(65.7)	(15.2)
Net cash flow from operating activities	90.9	70.4	20.5
Net cash flow from investment activities	(37.0)	(51.2)	14.2
Free cash flow	53.8	19.2	34.7
Proceeds from/outflows for financial assets	(3.4)	2.8	(6.3)
Net cash flows before financing	50.4	22.0	28.4
Dividends paid to parent company shareholders	(58.8)	(41.0)	(17.9)
Cash flows before change in debt	(8.4)	(18.9)	10.5
Change in financial debt	5.4	9.1	(3.6)
Net cash flows after financing	(3.0)	(9.9)	6.9
Translation differences on cash and cash equivalents	(2.2)	0.0	(2.2)
CHANGE IN CASH AND CASH EQUIVALENTS	(5.2)	(9.8)	4.6

In the 2025-26 financial year, the Group generated net operating cash flow of €90.9 million, up €20.5 million compared to 2024-25. The reduction in EBITDA and the increase in tax-related cash flows were compensated overall by the lower increase in working capital.

Changes in working capital had a negative impact of €39.8 million on operating cash flows, compared to a negative impact of €131.7 million in the prior period. This breaks down as follows:

(In € millions)	2026	2025	Change
Change in working capital for ageing spirits	(96.1)	(110.2)	14.1
change in inventory of ageing spirits	(82.9)	(116.6)	33.7
change in payables to eaux-de-vie suppliers	(13.2)	6.4	(19.6)
Change in other inventories	3.4	(19.9)	23.3
Change in net trade receivables	(4.4)	30.5	(35.0)
Change in other items (net)	57.2	(32.2)	89.4
TOTAL	(39.8)	(131.7)	91.9

The change in working capital includes an impact of -€96.1 million in relation to higher stocks of ageing spirits, which are strategic assets for the Group.

Other working capital items decreased by a net total of €57.2 million, mainly as a result of favourable movements in trade payables, tax and social security receivables and payables, and exchange rates.

The net cash outflow of €37.0 million on operating investments reflects:

- the €33.5 million increase in operating non-current assets (€16.1 million lower than in the prior year);

- the €3.5 million decrease in accounts payable to suppliers of non-current assets (compared to a decrease of €1.6 million in the year ended 31 March 2025).

In view of the foregoing, free cash flow generated over the financial year totalled €53.8 million. Deducting the cash outflow of €3.4 million in relation to non-current financial assets brings the total to €50.4 million. This is set against a net outflow €58.8 million for financing activities, which is entirely made up of the payment of the dividend for the year 2024-25. The net cash requirement of €8.4 million was funded by an increase of €5.4 million in financial debt. The difference between these two figures represents the decrease of €5.2 million in cash and cash equivalents.

4.4 PARENT COMPANY RESULTS

During the year, Rémy Cointreau SA, the parent company of the Group, did not conduct any transactions of note.

4.4.1 COMMENTS ON THE RESULTS

The Company recorded a current operating profit before tax of €35.3 million for the year ended 31 March 2026 (2025: €5.8 million).

Operating revenue was €21.5 million, mainly comprising services billed to subsidiaries, compared to €18.8 million in the prior year. Services provided by Rémy Cointreau to its subsidiaries are invoiced on the basis of the cost of the services provided, plus a 5% profit margin.

Net operating expenses totalled €36.0 million, up €4.6 million. This sum represents all services for which the cost is borne by the Company. Part of this cost is re-invoiced to subsidiaries.

As a result, the operating loss for the year was €14.5 million, compared to €12.6 million in the prior year.

Dividends received from subsidiaries amounted to €77.7 million (2025: €41.4 million), an increase of €36.3 million.

The net interest expense increased in this financial year to €27.5 million, compared to €25.7 million during the prior year. This reflects an increase in the cost of borrowing.

The net tax income gain of €7.2 million relates mainly to the net savings achieved through the French group tax arrangement during the financial year. Rémy Cointreau is the "head" of this tax consolidation group. The total income tax expense recognised for the financial year in the various companies of the consolidation group was €1.6 million.

Taking these factors into account, the net profit for the financial year was €42.5 million (2025: €15.6 million).

4.4.2 COMMENTS ON THE STATEMENT OF FINANCIAL POSITION

Non-current financial assets, which are the Company's principal assets, changed as follows over the period:

(In € millions)	Net value at the start of the financial year	Change in impairment	Increase	Decrease	Net value at year-end
Equity investments	1,829.9	-	-	-	1,829.9
Treasury shares	0.4	-	(0.1)	-	0.4
TOTAL	1,830.3	-	(0.1)	-	1,830.3

At 31 March 2026, Rémy Cointreau held 9,732 of its own shares. These are reported as "Treasury shares" and were acquired in the course of share buyback programmes carried out over several financial years. These shares are valued at each year-end at the average price for the last month of the financial year.

Equity amounted to €1,233.9 million, down €16.3 million, including:

- the net profit for the year (€42.5 million);
- the cash impact of the dividend paid in October 2025 (€77.9 million);
- a €19.0 million increase in share capital and share premium due to the exercise of the option to convert the dividend into shares.

Gross financial debt amounted to €695.8 million, an increase of €96.2 million. This change is mainly due to the new €200 million private Schuldschein placement, net of the repayment of the €50 million

drawn on the syndicated loan and the change in other financial debt. This €96.2 million is partly offset by a receivable of €88.8 million on the current account with Financière Rémy Cointreau, disclosed within other receivables. The balance on this account in the prior year was a payable. **Net financial debt** has thus increased by €7.4 million.

No requests for the conversion of OCEANE bonds were made during the reporting period. In total, 92.2% of the bonds had been converted at 31 March 2026. At the year-end, 194,095 OCEANE bonds remained outstanding, with a nominal value of €21.5 million.

At 31 March 2026, Rémy Cointreau had €891.5 million of confirmed financing, of which €840 million is subject to compliance with the "A ratio"⁽¹⁾. The A ratio was 3.22 at 31 March 2026. Under the terms of the various borrowings, this ratio, calculated every six months, must remain less than or equal to 4.0 until maturity. Rémy Cointreau does not expect to experience any difficulties regarding the availability of its financing.

4.4.3 INFORMATION ON PAYMENT TERMS PURSUANT TO ARTICLE D. 441- 6 OF THE FRENCH COMMERCIAL CODE

Trade receivables stood at €2.9 million at 31 March 2026. All trade receivables were from other Group entities. Trade payables stood at

€6.6 million, of which €5.8 million was payable to other Group entities. These items fall due for payment by April 2026 at the latest.

(1) The A ratio is calculated every six months. It is the ratio of (a) the arithmetic average of adjusted net debt at the end of the half-year and the end of the previous half-year, to (b) adjusted EBITDA for the previous 12 months. The amounts disclosed in the financial statements are adjusted to exclude the impact of IFRS 16 and the debt related to the commitments to purchase securities from non-controlling shareholders.

4.5 EVENTS AFTER THE REPORTING PERIOD

- **April 8, 2026: Launch of the *RC Forward* transformation plan and organizational evolution.** In a complex economic and geopolitical environment, Rémy Cointreau has decided to take 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. In this context, Rémy Cointreau has also announced an evolution of its organization to improve efficiency and agility, notably with the establishment of a steering committee within the executive committee, composed of five departments reporting to the CEO.

4.6 OUTLOOK

2026-27 objectives

In 2026-27, Rémy Cointreau anticipates **a return to sustainable organic sales growth**, with momentum expected to strengthen progressively over the year.

The Group also anticipates **a slight organic improvement in Current Operating Margin**. This projection is based on Current Operating Profit integrating an estimated €20 ⁽¹⁾ in customs duties, compared with around €15 million in 2025-26.

Finally, Rémy Cointreau aims to maintain its leverage (net debt/ EBITDA) below 3.5x at March 31, 2027.

In a particularly volatile environment and based on estimates to date, the Group expects **a negative full-year currency effect of:**

- between -€15 million and -€20 million on sales;
- between -€5 million and -€8 million on Current Operating Profit.

(1) The COP forecast includes customs duties of €20 million (of which €15 million in the United States and €5 million in China). These estimates are based on the following assumptions:

- A minimum import price in China as defined in the agreement signed with MOFCOM;
- Customs duties on US imports set at 15% for the European Union, and at 10% for the United Kingdom and Barbados.

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5

CONSOLIDATED FINANCIAL STATEMENTS OF THE RÉMY COINTREAU GROUP AT 31 MARCH 2026

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5.1 CONSOLIDATED INCOME STATEMENT

(In € millions)	Notes	2026	2025
Sales	15	935.3	984.6
Cost of sales		(319.5)	(289.8)
Gross margin		615.8	694.8
Distribution and administrative expenses	16	(461.6)	(483.2)
Miscellaneous income		11.2	5.4
Current operating profit	15	165.4	217.0
Other non-current income/(expense)	18	(13.9)	(6.0)
Operating profit		151.5	211.0
Net borrowing cost		(33.6)	(33.7)
Other financial income/(expense)		(8.4)	(8.9)
Net financial income/(expense)	19	(42.1)	(42.6)
Profit before tax and share of profit of associates		109.4	168.4
Income tax	20	(31.4)	(48.2)
Share of profit of associates	5	0.4	0.5
Net profit		78.5	120.7
of which			
■ attributable to owners of the parent		78.7	121.2
■ attributable to non-controlling interests		(0.2)	(0.5)
Net earnings per share			
■ basic		1.51	2.36
■ diluted		1.50	2.34
Number of shares used for the calculation			
■ basic	10.2	52,127,219	51,415,283
■ diluted	10.2	52,467,901	51,803,143

5.2 CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

(In € millions)	2026	2025
Net profit for the period	78.5	120.7
Non-recyclable items		
Actuarial difference on pension commitments	(0.2)	1.2
Securities at fair value through comprehensive income	(3.2)	1.0
Related tax effect	0.1	(0.2)
Recyclable items		
Movement in translation differences	(11.9)	1.6
Movement in the value of hedging instruments	(3.5)	(4.4)
Related tax effect	0.9	1.1
Other comprehensive income	(17.8)	0.4
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	60.7	121.1
Of which:		
■ attributable to owners of the parent	60.9	121.8
■ attributable to non-controlling interests	(0.2)	(0.6)

5.3 CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(In € millions)	Notes	2026	2025
Goodwill and other intangible assets	2	498.8	503.5
Right-of-use assets (IFRS 16)	3	24.0	32.3
Property, plant and equipment	4	452.4	464.4
Investments in associates	5	1.8	1.9
Other financial assets	6	16.9	16.8
Deferred taxation	20	29.9	21.3
Non-current assets		1,023.9	1,040.2
Inventories	7	2,168.4	2,105.6
Trade and other receivables	8	170.5	187.5
Income tax receivables	20	11.2	2.7
Derivatives	14	4.0	5.2
Cash and cash equivalents	9	78.0	83.1
Current assets		2,432.0	2,384.0
TOTAL ASSETS		3,455.9	3,424.2
Share capital		84.1	83.5
Share premium		901.5	883.1
Treasury shares		(37.6)	(43.4)
Consolidated reserves and net profit for the period		958.2	972.1
Translation differences		22.6	34.4
Equity – attributable to the owners of the parent		1,928.9	1,929.7
Non-controlling interests		0.8	(0.4)
Equity	10	1,929.6	1,929.3
Long-term financial debt	11	684.5	562.5
Provision for employee benefits		15.8	18.0
Non-current provisions for liabilities and charges	12	0.6	0.7
Deferred taxation	20	54.7	48.7
Non-current liabilities		755.5	629.9
Current financial debt and accrued interest charge	11	83.8	196.1
Trade and other payables	13	656.0	639.1
Income tax payables	20	19.4	22.2
Current provisions for liabilities and charges	12	7.7	6.7
Derivatives	14	3.8	0.9
Current liabilities		770.8	865.0
TOTAL EQUITY AND LIABILITIES		3,455.9	3,424.2

5.4 CHANGE IN CONSOLIDATED SHAREHOLDERS' EQUITY

(In € millions)	Share capital and premiums	Treasury shares	Reserves and net profit	Translation differences	Other comprehensive income	Attributable to:		Total equity
						owners of the parent company	non-controlling interests	
AT 31 MARCH 2024	905.7	(47.0)	964.7	32.7	(10.8)	1,845.3	0.3	1,845.6
Net profit	-	-	121.2	-	-	121.2	(0.5)	120.7
Other comprehensive income	-	-	-	1.7	(1.2)	0.6	(0.2)	0.4
Expenses related to stock option and similar plans	-	-	4.1	-	-	4.1	-	4.1
Dividends	-	-	(101.9)	-	-	(101.9)	-	(101.9)
Capital increase	60.9	-	-	-	-	60.9	-	60.9
Movements in treasury shares	-	3.7	(3.7)	-	-	-	-	-
Other movements	-	-	(0.5)	-	-	(0.5)	-	(0.5)
AT 31 MARCH 2025	966.6	(43.4)	984.0	34.4	(11.9)	1,929.7	(0.4)	1,929.3
Net profit	-	-	78.7	-	-	78.7	(0.2)	78.5
Other comprehensive income	-	-	-	(11.8)	(5.9)	(17.8)	(0.0)	(17.8)
Expenses related to stock option and similar plans	-	-	(0.4)	-	-	(0.4)	-	(0.4)
Dividends	-	-	(77.9)	-	-	(77.9)	-	(77.9)
Capital increase	19.0	-	-	-	-	19.0	-	19.0
Movements in treasury shares	-	5.8	(5.8)	-	-	-	-	-
Other movements	-	-	(2.5)	-	-	(2.5)	1.4	(1.2)
AT 31 MARCH 2026	985.6	(37.6)	976.1	22.6	(17.9)	1,928.9	0.8	1,929.6

5.5 CONSOLIDATED STATEMENT OF CASH FLOWS

(In € millions)	Notes	2026	2025
Current operating profit	15	165.4	217.0
Depreciation and amortisation	2/3/4	46.1	46.8
Share-based payments	10	(0.4)	4.1
Dividends received from associates	5	0.5	-
EBITDA		211.6	267.8
Change in inventories	22	(79.4)	(136.4)
Change in trade receivables	22	(4.4)	30.5
Change in trade payables	22	6.9	(36.8)
Change in other receivables and payables	22	37.1	11.0
Change in working capital		(39.8)	(131.7)
Net cash flow from operations		171.8	136.1
Net outflow from other non-current income/(expense)	18	(4.3)	(8.4)
Net outflow from financial income/(expense)*	19	(30.0)	(37.4)
Net outflow from income tax	20	(46.7)	(19.9)
Other operating cash flows		(80.9)	(65.7)
Net cash flow from operating activities		90.9	70.4
Purchase of operating investments	2/4	(37.0)	(51.2)
Purchase of equity investments		(4.1)	(1.0)
Proceeds from sale of non-current assets		0.7	0.2
Cash flow from other financial assets	6	(0.1)	3.6
Net cash flow from investment activities		(40.5)	(48.4)
Capital increase		-	-
Treasury shares	10	-	-
Increase in financial debt	11	199.3	114.7
Repayment of financial debt	11	(193.9)	(105.6)
Dividends paid in cash	10	(58.8)	(41.0)
Net cash flow from financing activities		(53.4)	(31.9)
Translation differences on cash and cash equivalents		(2.2)	0.0
Change in cash and cash equivalents		(5.2)	(9.8)
Cash and cash equivalents at start of period	9	83.1	93.0
Cash and cash equivalents at end of period	9	78.0	83.1

* Interest paid for the period to 31 March 2026 was €30.1 million (March 2025: €34.0 million)

5.6 NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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Introduction

Rémy Cointreau is a société anonyme (French public limited company) with a single Board of Directors subject to French legislation and in particular the French Commercial Code. Rémy Cointreau shares are listed on Euronext Paris. Identification number (RCS) : 302 178 892.

The consolidated financial statements presented below were approved by the Board of Directors on 3 June 2026. They will be submitted for shareholder approval at the Shareholders' Meeting on 21 July 2026. These financial statements can be obtained from the registered office of this entity, rue Joseph Pataa, Cognac, France. Rémy Cointreau's accounts are included, using the full consolidation method, in the consolidated accounts of the Andromède Group – Siren 310 072 194, 25 rue Balzac, 75008 Paris, France.

NOTE 1 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 Group's consolidated financial statements are prepared in accordance with the international accounting standards applicable within the European Union as of 31 March 2026.

The accounting policies applied in the preparation of the consolidated financial statements for the period ended 31 March 2026 comply with the International Financial Reporting Standards, as adopted by the European Union. These standards can be consulted on the European Commission website at: www.eur-lex.europa.eu

Changes to the accounting basis compared with the previous financial year

The accounting policies and principles applied in the preparation of the financial statements are the same as those applied in the consolidated financial statements for the financial year ended 31 March 2025, except for mandatory changes to standards applicable as from 1 April 2025.

One new amendment to IFRS, as adopted by the European Union, is mandatory with effect from 1 January 2025, namely the amendment to IAS 21 - Lack of exchangeability - which sets out the situations in which a foreign currency is exchangeable and clarifies how the exchange rate is to be determined when exchangeability is lacking.

Changes in IFRS standards and IFRS IC decisions in the financial year did not have a material impact on the consolidated financial statements of the Rémy Cointreau group.

IFRS 18 "Presentation and disclosure in financial statements", adopted by the European Union, will be mandatory for the Rémy Cointreau group in the 2027-28 financial year. It will be applied retrospectively and the comparative figures for the 2026-27 financial year will be restated.

IFRS 18 will replace IAS 1 "Presentation of financial statements" and amend IAS 7 "Statement of cash flows" and IAS 8 "Accounting policies, changes in accounting estimates and errors". Its aims include improving income statement comparability by prescribing a new presentation for the income statement, including three new income and expense subtotals for "Operating", "Investing" and "Financing". The Rémy Cointreau group has begun work on implementing this standard. The Group does not intend to apply IFRS 18 early.

Note 1.1 International tax reform – Pillar 2

The impacts of applying the Pillar 2 international tax reform were not material for the period ended 31 March 2026.

Note 1.2 Impact of climate change

Rémy Cointreau Group is exposed to the impact of climate change on the land it depends on for its supplies (oranges, sugar cane, grapes, cereals, beets) and on the availability of water and other resources. This topic is discussed in detail in Chapter 1.5.1 of the Sustainability Report. A study carried out by Axa Climate examined the impact of global warming on 93 growing areas between now and 2050 under two scenarios. The studies do not consider the effects of any risk mitigation efforts. Moreover, the financial impact of these risks cannot easily be modelled. The financial statements for the period are not affected by these risks, except to the extent that they include capital and operating expenditure for the Group's environment strategy. The same applies to the forecasts used for the asset impairment tests.

Note 1.3 Use of estimates

The preparation of 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

When required by standards or circumstances, 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. 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 litigation 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. Changes in the retirement age assumptions in France, made in the light of the 2023 reform, did not have a material impact.

Derivatives

Derivatives 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 reporting date. These values may fluctuate rapidly due to the constant changes in the financial markets.

Note 1.4 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 from its involvement with the issuing entity and it has the ability to affect those returns through its power over the entity. Thus, an investor controls an issuing entity if, and only if, all the conditions below are met:

- it holds power over the issuing entity;
- it is exposed, or has rights, to variable returns from its involvement with the issuing entity (for special purpose entities, see also note 1.9);
- it has the ability to use its power over the issuing entity to affect the amount of the investor's returns.

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

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 and principles in 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 1.5 Translation of the financial statements of foreign subsidiaries

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

The statements of financial position 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 financial year. Any translation

differences are recognised through other comprehensive income and disclosed in equity under "Translation differences" until the sale or liquidation of the subsidiary concerned.

Note 1.6 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 operating profit 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 through other comprehensive income and disclosed 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, while the euro represents less than 15% 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 derivatives which are recognised in accordance with IFRS 9. The hedging instruments are concluded on a rolling 18-month basis. At the end of each period, the Group may hold a portfolio of instruments intended to hedge the cash flows of subsequent years. Over the course of the financial year, the instruments held at the start of the year reach maturity.

The effects of remeasuring foreign currency derivatives at the end of each period are mainly recognised through other comprehensive income, in accordance with IFRS 9. Such remeasurements are based on the closing exchange rate for each currency and have no bearing on the gain or loss that will actually be realised when the instruments mature.

The actual gains or losses realised when hedging instruments mature are recorded in either gross profit or net financial income/(expense) depending on the type of cash flows hedged (trading or financial).

Note 1.7 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 broken down by cash generating unit (CGU).

Costs related to an acquisition are recognised in profit or loss in the period in which the costs are incurred and the services received. They are disclosed in "Other operating income/(expense)" in the consolidated income statement and in "Net cash flow from investment activities" in the consolidated statement of cash flows.

Note 1.8 Definitions of certain indicators

A) Sales

Sales include wholesale and retail trading of finished goods, mainly in relation to branded wines and spirits marketed by the Group.

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

These amounts are stated net of any provisions for discounts, rebates and other forms of trade agreements that result in the customer ultimately paying a lower price for the goods.

In all countries where the Group operates, sales are subject to various duties, some of which are specific to wines and spirits. These duties are calculated and collected in different ways, depending on their nature and on the countries in which they are levied.

Generally, the Group's reported sales are shown net of all duties for which the Group functions as an agent of the tax authority.

Taxes on the wines and spirits sector are intended to be borne by the end consumer of the products, regardless of which intermediary is required to account for them to the tax authorities in the country of sale. They often account for a very large portion of the price the consumer pays. For all such taxes, the Group always considers itself to act as an agent collecting the tax on the tax authority's behalf. Details of the total amount of taxes and duties excluded from reported sales are provided in note 15.

VAT and similar taxes are always excluded from reported sales.

B) Current operating profit, operating profit, net profit from discontinued operations

Current operating profit comprises all elements relating to the Group's activities with the exception of:

- the operating profit or loss from operations classified as discontinued operations in accordance with IFRS 5. The corresponding operating profit or loss is reclassified to the item "Net profit 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 year-on-year comparisons. They include notably impairment provisions recognised as a result of impairment tests in respect of brands and other non-current assets (see note 2), provisions for restructuring and litigation, and significant gains or losses on disposals of assets other than those relating to operations that have been, or are to be, discontinued.

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

This aggregate, which is used in the calculation of certain ratios, is calculated as follows: current operating profit + depreciation and amortisation expenses on intangible assets and property, plant and equipment for the period + expenses relating to stock option and similar plans + dividends paid by associates during the period.

D) Net debt

This aggregate, which is used in the calculation of certain ratios, is calculated as follows: non-current financial debt + current financial debt and accrued interest – cash and cash equivalents. Debt includes lease liabilities as reported under IFRS 16 and debt related to commitments to purchase the securities of non-controlling shareholders.

Note 1.9 Consolidation of inventories of cooperatives

Since 1 April 2003, the Rémy Cointreau Group has fully consolidated the Alliance Fine Champagne (AFC) cooperative as a special purpose entity, 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 multi-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 borrowing cost.

NOTE 2 Goodwill and other intangible assets

With the exception of software licences, "Goodwill and other intangible assets" mainly comprises the value of intangible assets identified when acquisitions are made by the Group, i.e. goodwill and brands.

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 or development costs.

When acquisitions are made, goodwill is allocated to the cash-generating units (CGUs) that are expected to benefit from the synergies of the business combination. The CGU structure defined by the Group reflects the organisation of its brand portfolio.

Goodwill and brands recognised as assets by the Rémy Cointreau Group are considered to have an indefinite useful life and are not amortised. Impairment tests are performed on these assets at least once a year, and whenever an indication of impairment is identified.

Brands are primarily tested within the CGU to which they are attached. If this test indicates an impairment loss, the brands are then tested separately using methods such as the royalties method or excess profits method.

If the net carrying amount of the assets is greater than the higher of their value in use and their fair value less costs to sell, the amount of the difference is recognised as an impairment under "other non-current income/(expense)". Details of how the impairment tests are performed are set out below.

Other intangible assets (software licences and internally developed software) are amortised over periods ranging from three and seven years.

Impairment tests on assets with an indefinite useful life

Value in use is the discounted value of the expected cash flows from the use of an asset or cash-generating unit.

Fair value less costs to sell is the amount that would be obtained from the disposal of the asset less the costs of disposal.

In accordance with IAS 36, assets are grouped into the appropriate cash generating units (CGUs) for the purposes of these tests. In the Rémy Cointreau Group, the CGUs reflect the legal structure of the entities that own and utilise the brands.

Cash flows are determined separately for each CGU. If an impairment loss is identified at CGU level, it is allocated in the first instance to goodwill. Impairments charged to goodwill are permanent and cannot be reversed later on.

Value in use is determined from projections of future cash flows taken from medium-term planning. The planning period depends upon the specific features of each business but will not exceed 12 years. Cash flow projections are discounted based on the weighted average cost of capital. The calculation includes a terminal value estimated by extrapolating the normative cash flow at the end of the last explicit forecasting period, based on the perpetual growth rate.

If the value in use of the CGU is lower than its net carrying amount, then the CGU's fair value less costs to sell is determined using revenue, EBIT or EBITDA multiples from recent transactions for similar assets, supplemented where necessary by comparable approaches using P/E multiples based on quoted prices.

All impairment testing is carried out by independent experts.

(In € millions)	Goodwill	Brands	Distribution rights	Other	Total
Gross value at 31 March 2025	54.4	518.0	4.0	76.6	653.0
Acquisitions	-	0.1	-	3.3	3.4
Disposals, items scrapped	-	-	-	(0.1)	(0.1)
Other changes	-	-	-	0.1	0.1
Translation differences	(2.5)	(1.8)	(0.2)	(0.6)	(5.2)
Gross value at 31 March 2026	51.8	516.4	3.8	79.5	651.4
Accumulated amortisation and impairment at 31 March 2025	29.2	61.6	4.0	54.7	149.5
Increase	-	-	-	6.1	6.1
Disposals, items scrapped	-	-	-	(0.0)	(0.0)
Translation differences	(1.7)	(0.6)	(0.2)	(0.5)	(3.0)
Accumulated amortisation and impairment at 31 March 2026	27.6	61.0	3.7	60.3	152.6
Net carrying amount at 31 March 2025	25.1	456.4	0.0	21.9	503.5
Net carrying amount at 31 March 2026	24.3	455.3	0.0	19.2	498.8

Impairment of goodwill: Westland €25.1 million, Mount Gay €2.0 million and Le Domaine des Hautes Glaces €0.5 million.

Brand impairment: Metaxa €45.0 million, Mount Gay €7.8 million, other secondary brands €8.2 million.

“Other” mainly includes software acquired and developed internally.

Impairment tests on intangible assets with an indefinite useful life

The methods and financial parameters used to calculate value in use for the purpose of the impairment tests are shown below:

CGU	Sector	Goodwill	Brand	Post-tax discount rate 2026	Post-tax discount rate 2025	Terminal growth rate 2026	Terminal growth rate 2025
Rémy Martin	Cognac	No	Yes	8.1%	8.0%	1.8%	1.8%
Cointreau	Liqueurs & Spirits	No	Yes	8.2%	8.0%	1.8%	1.8%
Metaxa	Liqueurs & Spirits	No	Yes	9.1%	8.7%	1.8%	1.8%
Bruichladdich	Liqueurs & Spirits	Yes	Yes	10.8%	10.6%	2.0%	2.0%
Westland	Liqueurs & Spirits	No	Yes	10.4%	10.0%	2.2%	2.1%
Telmont	Liqueurs & Spirits	Yes	Yes	8.6%	8.4%	1.8%	1.8%

The net value of intangible assets with indefinite lifespans by sector is detailed as follows:

(In € millions)	2026	2025
Cognac	236.3	236.3
Liqueurs & Spirits	243.4	245.2
TOTAL	479.7	481.5

All Group brands actively limit their environmental impacts. The capital and operating expenditure expected for this purpose is included in the projected cash flows used in the tests. The amounts concerned are limited. Climate change impacts and risks, such as the potential scarcity of raw materials for the Group's products, are not taken into account. Studies that have been performed (for details, see the Rémy Cointreau Group Sustainability Report) have not pointed to any quantifiable risks over the business plan period. These studies have a time horizon beyond 2050. In addition, the Group believes that its business model, which is focused on a high-end market segment rather than on constant growth in volumes, helps to mitigate this risk.

The tests indicated a risk of impairment for all intangible assets held by the Liqueurs & Spirits CGUs except Cointreau. The impacts are shown in the table below.

Segment	Net carrying amount of CGUs with indication of risk	Application of 30% discount to valuation model data	50 bp increase in discount rate	50 bp increase in discount rate and 50 bp decrease in terminal growth rate
Liqueurs & Spirits	422.4	-44.5	-5.0	-8.4

At the reporting date, the Group considers that greater variations than those used in the sensitivity tests are not economically relevant.

Impairment tests conducted at the 31 March 2026 year-end showed that the value of the Westland CGU was less than its net carrying amount. Testing performed on the net carrying amount of the Westland brand upheld the brand's valuation. An impairment loss was therefore charged to the other assets in the CGU (notes 4 and 7).

Sensitivity tests were conducted on three parameters: a discount of 5-30% to the business plan forecasts (including normative values) for each CGU; a 50 bp increase in the discount rate; and a 50 bp increase in the discount rate coupled with a 50 bp decrease in the terminal growth rate. The discount used in the tests takes account of the specific features of each business model.

NOTE 3 Right-of-use assets – IFRS 16

Pursuant to IFRS 16, leases are recognised as right-of-use assets representing the Group's right to use the underlying asset, together with a lease liability representing the present value of lease payments. The right-of-use assets are depreciated while the lease liability is reduced by the amount of the lease charges paid during the financial year. A financial expense records the effect of the unwinding of the discount on the liability.

The discount rate used is the incremental borrowing rate of each entity at the inception date of the lease.

The discount rates range from 1.0% to 6.5% and are calculated on the basis of the entity's risk profile and the maturity of the restated lease. They include a country risk component.

The restatements mainly concern leases for offices and warehouses. The period used for the valuation of the rental obligations is the term of the lease, including any extension if the Group intends to exercise a renewal option.

Note 3.1 Analysis of change

(In € millions)	Gross amount	Depreciation	Total
At 31 March 2025	58.8	(26.5)	32.3
New leases and rent increases	0.6	-	0.6
Expired leases	(5.9)	5.9	-
Depreciation	-	(7.6)	(7.6)
Translation differences	(1.9)	0.7	(1.2)
At 31 March 2026	51.5	(27.5)	24.0

Lease expenses in relation to leases with a term of less than 12 months or leases of low-value assets, and variable lease expenses not included in the lease liability, are not material.

Note 3.2 Details by asset class

(In € millions)	Carrying amount		Depreciation expense	
	2026	2025	2026	2025
Offices	22.4	29.5	(6.7)	(7.0)
Warehouses and production sites	1.3	2.0	(0.5)	(0.6)
Other	0.3	0.8	(0.4)	(1.3)
TOTAL	24.0	32.3	(7.6)	(9.0)

Note 3.3 Maturity of lease liabilities

	2026
Year ending 31 March 2027	7.1
Year ending 31 March 2028	6.4
Year ending 31 March 2029	3.1
Year ending 31 March 2030	1.9
Year ending 31 March 2031	1.7
Year ending 31 March 2032	1.7
Year ending 31 March 2033 or later	4.0
TOTAL	26.0

NOTE 4 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 gross amount of the non-current assets 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 non-current assets 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 non-current assets, being the periods during which it is estimated that the Group will derive economic benefits from these assets.

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

(In € millions)	Land	Buildings	Plant and equipment	Other	In progress	Total
Gross value at 31 March 2025	32.8	282.3	219.9	252.0	20.1	807.2
Acquisitions	0.1	2.5	3.6	11.6	12.3	30.1
Disposals, items scrapped	(0.3)	(0.0)	(0.9)	(3.6)	0.0	(4.7)
Other changes	0.6	4.4	6.8	0.7	(12.7)	(0.1)
Translation differences	(0.7)	(3.8)	(2.6)	(3.6)	(0.4)	(11.1)
Gross value at 31 March 2026	32.5	285.3	226.9	257.2	19.4	821.3
Accumulated depreciation and impairment at 31 March 2025	4.3	93.9	135.7	108.9	0.0	342.8
Increase	0.5	9.0	9.9	12.9	0.0	32.4
Disposals, items scrapped	(0.2)	(0.0)	(0.7)	(3.3)	0.0	(4.2)
Impairments	0.0	1.3	0.3	0.3	0.0	1.9
Other changes	0.0	0.0	0.0	0.0	0.0	0.0
Translation differences	(0.0)	(0.9)	(1.3)	(1.9)	0.0	(4.0)
Accumulated depreciation and impairment at 31 March 2026	4.5	103.4	143.9	117.0	0.0	368.9
Net carrying amount at 31 March 2025	28.6	188.3	84.3	143.1	20.1	464.4
Net carrying amount at 31 March 2026	28.0	181.9	83.0	140.2	19.4	452.4

The "Other" column mainly comprises barrels at the Group's production sites.

At 31 March 2026, these assets were free of all pledges. An impairment provision of €1.9 million was recognised in relation to the property, plant and equipment of Westland.

During the year ended 31 March 2026, acquisitions mainly concerned major investment programmes at the Cognac, Saint-Barthélemy-d'Anjou, Islay, and Barbados production sites.

An impairment provision of €1.9 million was recognised in the period in relation to the property, plant and equipment of Westland (see note 18).

NOTE 5 Investments in associates

Investments in associates represent equity investments in companies meeting the principle described in note 1.4.

(In € millions)	Spirits Platform	Total
At 31 March 2025	1.9	1.9
Dividend paid	(0.5)	(0.5)
Profit for the period	0.4	0.4
Translation differences	(0.0)	(0.0)
AT 31 MARCH 2026	1.8	1.8

On 31 July 2015, Rémy Cointreau Group acquired a 37% stake in Spirits Platform Pty Ltd for €0.7 million. Spirits Platform Pty Ltd is accounted for using the equity method. The company distributes Rémy Cointreau's brand portfolio in the Australian market.

Spirits Platform's financial year-end is 30 September. Its sales for the Rémy Cointreau financial year ended 31 March 2026 totalled €59.6

million (2025: €57.2 million). Its total assets amounted to €28.2 million at 31 March 2026 (2025: €29.5 million).

In the financial year ended 31 March 2026, the Rémy Cointreau Group generated sales of €7.4 million with Spirits Platform (2025: €9.1 million).

NOTE 6 Other financial assets

(In € millions)	2026	2025
Non-consolidated equity investments (note 6.1)	13.8	13.7
Other (note 6.2)	3.2	3.2
TOTAL	16.9	16.8

Note 6.1 Non-consolidated equity investments

(In € millions)	% held	2026	% held	2025
Dynasty Fine Wines Group Ltd (China)	23.9%	8.2	23.9%	12.2
Bacalhôa-Vinhos de Portugal (Portugal)	0.8%	0.5	0.8%	0.5
EcoSPIRITS (Singapore)	1.7%	1.0	1.7%	1.0
JNPR (France)	24.4%	4.1	-	-
TOTAL		13.8		13.7

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 at fair value through other comprehensive income, in accordance with IFRS 9. At a closing share price of HKD 0.22, the valuation of the investment was €8.2 million at 31 March 2026, representing a decrease of €4.0 million (€3.2 million before the

currency effect) compared to 31 March 2025. The corresponding decrease in equity was recognised through OCI.

Note 6.2 Other financial assets

The "Other" item includes loans to non-fully consolidated subsidiaries and security deposits relating to commercial leases or customs procedures.

NOTE 7 Inventories

Inventories are recognised when the risks and rewards of 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. A corresponding entry 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 three 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. Cost comprises the purchase price plus incidental costs and is increased each year by including expenses 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 that will be made using these inventories.

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

Note 7.1 Breakdown by category

(In € millions)	2026	2025
Raw materials	49.1	52.3
Ageing wines and eaux-de-vie ⁽¹⁾	1,900.4	1,818.2
Goods for resale and finished goods	231.2	239.3
Gross amount	2,180.8	2,109.8
Provision for impairment	(12.3)	(4.2)
Carrying amount	2,168.4	2,105.6

(1) Includes Alliance Fine Champagne inventories (March 2026: €367.5 million; March 2025: €393.5 million). These inventories are the subject of financial guarantees totalling €58.0 million (notes 11.10 and 24.2).

An impairment provision of €7.6 million was recognised in the period in relation to the property, plant and equipment of Westland (see note 18).

Note 7.2 Analysis of movement

(In € millions)	Gross amount	Impairment	Carrying amount
Balance at 31 March 2025	2,109.8	(4.2)	2,105.6
Movement	79.4	(8.1)	71.4
Translation differences	(8.5)	(0.1)	(8.5)
Balance at 31 March 2026	2,180.8	(12.3)	2,168.4

NOTE 8 Trade and other receivables

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

(In € millions)	2026	2025
Trade receivables	104.4	102.8
Receivables related to taxes and social security charges (excl. income tax)	16.5	25.6
Sundry prepaid expenses	14.4	12.6
Advances paid	31.8	42.7
Other receivables	3.5	3.8
TOTAL	170.5	187.5
of which provision for doubtful debts	(0.3)	(0.2)

At 31 March 2026, the breakdown of trade receivables by maturity was as follows:

(In € millions)	Total	Not yet due	Due	
			Less than 3 months	More than 3 months
Trade receivables gross	104.7	104.3	0.4	0.0

The Group is engaged in factoring programmes in Europe, the United States and Asia-Pacific (excluding China) with specialist companies that are subsidiaries of top-tier banks.

Through these programmes, the Group is able to transfer to the factor all credit and carrying risks related to the accounts receivable from

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 in place at 31 March 2026 have accelerated €60.3 million in customer payments (March 2025: €56.1 million).

NOTE 9 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 an insignificant risk of changes in value, having regard to the criteria specified in IAS 7.

(In € millions)	2026	2025
Short-term deposits	0.0	0.0
Cash at bank	78.0	83.1
TOTAL	78.0	83.1

NOTE 10 Equity

Note 10.1 Share capital, share premiums and treasury shares

	Number of shares	Treasury shares	Total number of shares	Share capital	Share premiums	Treasury shares
At 31 March 2025	52,160,291	(274,471)	51,885,820	83.5	883.1	(43.4)
Partial payment of dividend in shares	429,588	-	429,588	0.7	18.4	-
Allocation of the January 2022 bonus share plan	-	22,703	22,703	-	-	2.9
Allocation of the 2021-2025 bonus share plan	-	28,277	28,277	-	-	2.9
AT 31 MARCH 2026	52,589,879	(223,491)	52,366,388	84.1	901.5	(37.6)

Share capital and premiums

At 31 March 2026, the share capital consisted of 52,589,879 shares with a par value of €1.60.

OCEANE conversion

No requests were made for the conversion of OCEANE convertible bonds during the period. At 31 March 2026, 194,095 OCEANE bonds remained outstanding, with a nominal value of €21.5 million.

Treasury shares

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

At 31 March 2026, Rémy Cointreau held 223,491 of its own shares in order to cover current or future bonus share plans.

Note 10.2 Number of shares used to calculate 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 reporting period, less the average number of treasury shares held over the period, plus the weighted average number of shares that would result from the settlement of the bonus share plans outstanding at the reporting

date and from the conversion of the convertible bonds (OCEANE). These calculations are in line with IAS 33. Given the number that remain outstanding, conversion of the remaining OCEANES does not have a material impact on the net profit included in the diluted earnings per share calculation.

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.

	2026	2025
Average number of shares (basic):		
Average number of shares	52,375,673	51,717,816
Average number of treasury shares	(248,454)	(302,533)
TOTAL USED TO CALCULATE BASIC EARNINGS PER SHARE	52,127,219	51,415,283
Average number of shares (diluted):		
Average number of shares (basic)	52,127,219	51,415,283
Dilution effect of bonus share plans	139,600	186,778
Dilution effect of OCEANE convertible bonds	201,082	201,082
TOTAL USED TO CALCULATE DILUTED EARNINGS PER SHARE	52,467,901	51,803,143

Note 10.3 Bonus share plans

Date of allocation ⁽¹⁾	Plan no.	Vesting period	Rights initially granted	Value per right at grant date	Lapsed rights	Rights granted at the end of the vesting period	Rights outstanding at 31 March 2026
31 March 2021	2021 - 2025	4.25 years	72,500	159.40	44,223	28,277	-
31 March 2021	2021 - 2030	9.25 years	72,500	159.40	50,890	-	21,610
13 January 2022	2022	4 years	35,310	199.20	12,607	22,703	-
12 January 2023	2023	4 years	40,913	167.00	15,118	-	25,795
11 January 2024	2024	4 years	65,840	95.60	19,110	-	46,730
23 January 2025	2025	4 years	104,990	54.25	24,720	-	80,270
31 March 2026	2026	3 years	86,430	37.08	-	-	86,430
TOTAL			478,483		166,668	50,980	260,835

(1) The grant date is the date of the Board of Directors meeting which decided the allocations under each plan.

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.

2021/2025 Plan: this plan expired on 22 July 2025. On that date, 55,550 rights remained in issue, of which only 28,277 were actually awarded due to the non-achievement of some of the performance targets. Under the rules of the plan, 50% of the maximum number of shares were to be awarded if current operating profit target for the 24/25 financial year was met in full, and 50% if the gross margin target for the same year was met in full. The performance criteria were 50.9% met. This plan was serviced entirely by shares held by Rémy Cointreau.

2021-2030 Plan: One-third of the maximum number of shares will be granted if the current operating profit reaches the target set for the 2029/2030 financial year. One-third of the maximum number of shares will be granted if the gross margin reaches the target set for the 2029/2030 financial year. One-third of the maximum number of shares will be granted if the CO₂ emission reduction percentage targets for Scopes 1 + 2 and Scope 3 within the SBTi boundary, in accordance with the GHG protocol, are met in the 2029/2030 financial year compared to the 2020/21 base year. As at the reporting date, the plan was expected to be serviced entirely by the delivery of shares held by Rémy Cointreau.

2022 Plan: this plan expired on 13 January 2026. In accordance with the rules of the plan, 50% of the number of shares actually awarded was based on the level to which the current operating profit targets set for the financial years from 2021/2022 to 2024/2025 were achieved, and 50% was based on a CO₂ emissions target for Rémy Cointreau set on the basis of Scope 1 and 2 emissions as defined under the Greenhouse Gas Protocol. The plan was serviced at a level of 82.4% by the delivery of 22,703 shares held by Rémy Cointreau.

2023 Plan: 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 2022/2023 to 2025/2026). 50% of the maximum number of shares will be allocated if the CO₂ emissions

target for the financial year 2025/26 mentioned in tonnes of CO₂ equivalent, as measured by an independent auditor, considering the 1.5°C scenario for Scope 3 within the SBTi boundary, is achieved. As at the reporting date, 50% of the plan was expected to be serviced by the delivery of shares held by Rémy Cointreau.

2024 Plan: 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 2023/2024 to 2026/2027). 50% of the maximum number of shares will be granted if the level of greenhouse gas emissions (in tonnes of CO₂ equivalent) in the 2026/2027 financial year is between -5% and +5% of the level in 2020/2021. This target covers the whole of the Group's greenhouse gas emissions (scopes 1, 2 and 3) as defined under the GHG Protocol and is measured by an independent firm. As at the reporting date, 50% of the plan was expected to be serviced by the delivery of shares held by Rémy Cointreau.

2025 Plan: 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 2024/2025 to 2027/2028). 50% of the maximum number of shares will be granted if the level of greenhouse gas emissions (in tonnes of CO₂ equivalent) in the 2027/2028 financial year is between -10% and +10% of the level in 2020/2021. This target covers the whole of the Group's greenhouse gas emissions (scopes 1, 2 and 3) as defined under the GHG Protocol and is measured by an independent firm. As at the reporting date, the plan was expected to be serviced in full by the delivery of shares held by Rémy Cointreau.

2026 Plan: One-third of the maximum number of shares will be granted if the current operating profit reaches the target set (target values defined for the financial years from 2025/2026 to 2027/2028). One-third of the maximum number of shares will be granted if the cash generation target for the 27/28 financial year is met. One-third of the maximum number of shares will be granted if the eco-designed products target for the 27/28 financial year is met. As at the reporting date, the plan was expected to be serviced in full by the delivery of shares held by Rémy Cointreau.

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 within operating profit, spread over the vesting period.

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

(In € millions)	Fair value of one right (in €)	Total value	2026 expense
2022 Plan	191.31	4.3	0.7
2021-2025 Plan	151.63	4.3	0.1
2021-2030 Plan	138.98	1.0	(1.3)
2023 Plan	156.35	2.0	(1.1)
2024 Plan	87.35	2.0	(0.4)
2025 Plan	47.69	3.8	0.9
2026 Plan	33.75	2.9	0.2
TOTAL		20.4	(0.9)

Note 10.4 Dividends

The Shareholders' Meeting of 22 July 2025 approved the payment of an ordinary dividend of €1.50 per share in respect of the financial year ended 31 March 2025, comprising €1.00 in cash and €0.50 payable optionally in cash or in shares. This transaction resulted in the creation of 429,588 new shares and a cash dividend of €58.8 million, which was paid in October 2025.

Note 10.5 Non-controlling interests

Equity related to non-controlling interests amounts to €0.8 million (March 2025: (€0.4) million). It mainly corresponds to the non-controlling interests in Mount Gay Distilleries Ltd.

NOTE 11 Financial debt

Financial resources are stated at their nominal value net of arrangement costs. These costs are recognised in the income statement within net financial income/(expense) on the basis of an actuarial calculation (the effective interest rate method).

Note 11.1 Net financial debt

(In € millions)	2026			2025		
	Non-current	Current	Total	Non-current	Current	Total
Gross financial debt	684.5	83.8	768.4	562.5	196.1	758.6
Cash and cash equivalents (note 9)	-	(78.0)	(78.0)	-	(83.1)	(83.1)
NET FINANCIAL DEBT	684.5	5.9	690.4	562.5	112.9	675.4

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

	Change in cash						Change due to exchange rates	2026
	2025	Increase in financial debt	Repayment of financial debt	Movement in accrued interest	Transfers	Other		
Private bonds	378.6	-	-	-	-	0.2	-	378.8
Private Schuldschein placement	-	199.3	-	-	-	0.1	-	199.4
Convertible bonds (OCEANE)	21.5	-	-	-	(21.5)	-	-	-
Syndicated loan	49.3	-	(50.0)	-	-	0.1	-	(0.6)
Other loans and borrowings	80.0	-	-	-	-	-	-	80.0
Commitments to purchase securities of non-controlling shareholders	6.6	-	-	-	-	1.5	-	8.1
Lease liabilities (IFRS 16)	26.5	-	-	-	(6.5)	(0.0)	(1.1)	18.9
Non-current financial debt	562.5	199.3	(50.0)	0.0	(28.0)	1.8	(1.1)	684.5
Convertible bonds (OCEANE)	-	-	-	-	21.5	-	-	21.5
Other loans and borrowings	176.7	-	(136.3)	-	-	-	0.1	40.4
Accrued interest	11.6	-	-	3.2	-	-	-	14.8
Lease liabilities (IFRS 16)	7.8	-	(7.5)	-	6.5	0.6	(0.2)	7.1
Current financial debt	196.1	-	(143.9)	3.2	28.0	0.6	(0.1)	83.8
GROSS FINANCIAL DEBT	758.6	199.3	(193.9)	3.2	-	2.4	(1.2)	768.4

* The "Other" column mainly includes the recognition of new lease liabilities (note 3.1), the effect of the unwinding of the discount on lease liabilities, and the impact of exchange rates on gross financial debt.

Note 11.2 Gross financial debt by type

(In € millions)	2026			2025		
	Non-current	Current	Total	Non-current	Current	Total
Private bonds (note 11.6)	378.8	-	378.8	378.6	-	378.6
Private Schuldschein placement (note 11.7)	199.4	-	199.4	-	-	-
Convertible bonds (OCEANE) (note 11.8)	-	21.5	21.5	21.5	-	21.5
Syndicated loan (note 11.9)	(0.6)	-	(0.6)	49.3	-	49.3
Other borrowings and financial debt (note 11.10)	80.0	40.4	120.4	80.0	176.7	256.7
Accrued interest	-	14.8	14.8	-	11.6	11.6
Commitments to purchase securities of non-controlling shareholders	8.1	-	8.1	6.6	-	6.6
Lease liabilities (IFRS 16)	18.9	7.1	26.0	26.5	7.8	34.2
GROSS FINANCIAL DEBT	684.5	83.8	768.4	562.5	196.1	758.6

The total amount of confirmed available resources and their utilisation rate is detailed in the note on liquidity risk (note 14.5).

Note 11.3 Gross financial debt by maturity

(In € millions)	2026	2025
<1 year	83.8	196.1
1 to 5 years	374.2	177.8
>5 years	310.4	384.7
TOTAL	768.4	758.6

Note 11.4 Gross financial debt by type of rate

(In € millions)	2026			2025		
	Non-current	Current	Total	Non-current	Current	Total
Fixed interest rate	508.1	68.7	576.8	513.2	61.6	574.8
Variable interest rate	176.4	0.4	176.8	49.3	122.9	172.2
Accrued interest	-	14.8	14.8	-	11.6	11.6
GROSS FINANCIAL DEBT	684.5	83.8	768.4	562.5	196.1	758.6

Note 11.5 Gross financial debt by currency

(In € millions)	2026			2025		
	Non-current	Current	Total	Non-current	Current	Total
Euro	670.1	79.6	749.6	543.5	190.9	734.4
US dollar	11.7	2.3	13.9	14.4	2.3	16.7
Chinese yuan	1.2	1.2	2.4	2.0	1.7	3.6
Other	1.6	0.8	2.4	2.6	1.1	3.8
GROSS FINANCIAL DEBT	684.5	83.8	768.4	562.5	196.1	758.6

Note 11.6 Private bonds

On 27 February 2015, Rémy Cointreau issued an €80.0 million bond in the form of a private placement with a leading European insurer. This loan was repaid on 27 February 2025.

On 28 September 2023, Rémy Cointreau carried out a €380 million private placement of unlisted, unrated bonds with 7, 10 and 12-year maturities (average maturity: 10 years) at a weighted average coupon rate of 5.58%.

The detailed features of these borrowings are as follows:

(In € millions)	Nominal	Issue date	Maturity	Term (years)	Annual coupon	Covenant
Private bond placement 2023	75.0	28 September 2023	28 September 2030	7	5.194%	"A" ratio (<4.00)
Private bond placement 2023	205.0	28 September 2023	28 September 2033	10	5.626%	"A" ratio (<4.00)
Private bond placement 2023	100.0	28 September 2023	28 September 2035	12	5.788%	"A" ratio (<4.00)
Issuance costs	(1.2)					
GROSS FINANCIAL DEBT	378.8					

The availability of these borrowings is subject to compliance with the "A ratio" (note 11.11).

Note 11.7 Private Schuldschein placement

On 20 October 2025, Rémy Cointreau completed its first Schuldschein-type private placement, for a total of €200 million. The bonds are divided into a three-year and a five-year tranche; the average maturity is thus around four years. The majority of the debt was issued at a floating interest rate (indexed to 6-month Euribor).

The availability of this private placement is subject to compliance with the "A ratio" (note 11.11).

Note 11.8 Convertible bonds (OCEANE)

On 7 September 2016, by way 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" bonds), with a maturity date of 7 September 2026 and a nominal amount of €275.0 million, comprising 2,484,191 OCEANES with a par value of €110.70 each.

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

At the date of issue, the unit par value of the OCEANE bonds incorporated an issue premium of 40% based on the reference price of the Company's shares on the Euronext Paris regulated market. Pursuant to the split accounting required by IAS 32, the OCEANE

was initially recognised in financial debt for €250.1 million and in equity for €24.9 million.

Holders of OCEANES have a right to the allocation of new and/or existing Rémy Cointreau shares, at an initial conversion ratio of one share for one OCEANE. In accordance with the terms and conditions of the bonds, this ratio was subsequently adjusted. It was 1.036 per bond at 31 March 2026. This right to the allocation of shares is exercisable from 7 September 2023, or in the event of an early conversion condition being met.

No requests for the conversion of bonds were made during the reporting period. In total, 92.2% of the bonds have been converted.

At 31 March 2026, 194,095 OCEANE bonds remained outstanding, with a nominal value of €21.5 million.

Note 11.9 Syndicated loan

On 2 July 2018, Rémy Cointreau signed a new syndicated loan of €100 million with a pool of banking groups. This loan, which was due to mature on 2 July 2025, was repaid early on 29 March 2024. It was replaced by a new syndicated loan of €180 million, maturing on 29 March 2029 with an optional 2-year extension.

Amounts drawn down bear interest at EURIBOR plus a margin of 75 bps to 130 bps, depending on the Group's debt rating.

The availability of this loan is subject to compliance with the "A ratio" (note 11.11).

No drawings had been made on this facility at 31 March 2026.

Note 11.10 Other loans and borrowings

(In € millions)	2026			2025		
	Non-current	Current	Total	Non-current	Current	Total
Bilateral loan	80.0	-	80.0	80.0	-	80.0
Confirmed credit line	-	-	-	-	23.6	23.6
Unconfirmed credit lines and overdrafts	-	0.4	0.4	-	99.2	99.2
Financial debt of special purpose entities	-	40.0	40.0	-	53.8	53.8
Other	0.1	-	0.1	0.1	-	0.1
SUBTOTAL	80.0	40.4	120.4	80.0	176.7	256.7

Bilateral loan

On 4 November 2021, Rémy Cointreau signed a bilateral loan agreement for €80 million. This seven-year loan, repayable at maturity, bears interest at a nominal annual rate of 0.60%, payable annually in arrears on 10 November each year.

The availability of this loan is subject to compliance with the "A ratio" (note 11.11).

Confirmed credit line

On 28 January 2022, Financière Rémy Cointreau obtained a €30 million confirmed bilateral credit facility, which expired on 31 March 2026.

Drawdowns on this facility bore interest at €STR plus a margin of 30 bps.

Note 11.11 A ratio

The availability and cost of certain Group borrowings are linked to a bank covenant referred to as the "A ratio". This figure is calculated

every six months. It is the ratio of (a) the arithmetic average of adjusted net financial debt at the end of the half-year and the end of the previous half-year, to (b) adjusted EBITDA for the previous 12 months. The amounts disclosed in the financial statements are adjusted to exclude the impact of IFRS 16 and the debt related to the commitments to purchase securities from non-controlling shareholders.

The ratio must be 4.0 or lower on 30 September and 31 March each year until maturity. At 31 March 2026, the A ratio was 3.22 (March 2025: 2.40).

Note 11.12 Commitments to purchase securities of non-controlling shareholders

As part of the acquisition of Telmont, followed by a capital increase carried out in February 2023, the Rémy Cointreau Group granted a promise to non-controlling shareholders that it would purchase their securities under various conditions not exercisable before July 2026. The liability relating to these commitments was valued at €8.1 million at 31 March 2026.

NOTE 12 Provisions for liabilities and charges

The recognition of provisions, generally intended to cover compensation payable in the event of litigation 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 to the third party's benefit, without receipt of an at least equivalent

consideration from the said third party. Restructuring provisions are only recognised once the restructuring has been announced and a detailed plan has been 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 of discounting being recognised in net financial income/(expense).

Note 12.1 Movement

(In € millions)	Restructuring	Litigation	Total
At 31 March 2025	6.2	1.2	7.4
Increase	6.1	1.4	7.5
Reversals – Used	(0.9)	(0.4)	(4.3)
Reversals – Unused	(1.8)	(0.2)	(2.0)
Translation differences	(0.3)	(0.1)	(0.3)
At 31 March 2026	6.3	2.0	8.3

Note 12.2 Maturity

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

(In € millions)	2026	2025
Non-current provisions (long-term or unknown maturity)	0.6	0.7
Current provisions	7.7	6.7
TOTAL	8.3	7.4

NOTE 13 Trade and other payables

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

(In € millions)	2026	2025
Trade payables – eaux-de-vie	314.8	320.3
Other trade payables	246.3	233.7
Advances from customers	2.0	4.9
Payables related to tax and social security charges (excl. income tax)	69.5	58.8
Excise duties	1.6	2.0
Miscellaneous deferred revenue	1.2	1.2
Other liabilities	20.6	18.3
TOTAL	656.0	639.1

NOTE 14 Financial instruments and market risks

Derivatives 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 reporting 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 derivatives as part of its policy of hedging exposure to foreign exchange 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.

Derivatives are recognised in the statement of financial position at market value as at the reporting 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 1.6. Changes in the intrinsic value of interest rate hedging instruments (mainly caps and interest swaps) are recognised through OCI (recyclable) from the time at which these optional instruments become active. Any remaining change in the fair value of the hedging instruments is recognised in net financial income/(expense). The change in fair value of non-hedging instruments is likewise recognised in net financial income/(expense).

Note 14.1 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 2026

(In € millions)	Notes	Carrying amount	Loans and receivables at amortised cost	Fair value through profit or loss ⁽¹⁾	Fair value through OCI
Non-current financial assets	6	16.9	3.2	-	13.8
Derivatives	14	4.0	-	0.6	3.4
Cash and cash equivalents	9	78.0	-	78.0	-
ASSETS		98.9	3.2	78.5	17.2
Long-term financial debt	11	684.5	684.5	-	-
Current financial debt and accrued interest charge	11	83.9	83.9	-	-
Derivatives	14	3.8	-	0.7	3.1
LIABILITIES		772.1	768.4	0.7	3.1

(1) These financial instruments belong to the "Held for trading" category.

At 31 March 2025

(In € millions)	Notes	Carrying amount	Loans and receivables at amortised cost	Fair value through profit or loss ⁽¹⁾	Fair value through OCI
Non-current financial assets	6	16.8	3.2	-	13.7
Derivatives	14	5.2	-	0.8	4.4
Cash and cash equivalents	9	83.1	-	83.1	-
ASSETS		105.1	3.2	83.9	18.1
Non-current financial debt	11	562.5	562.5	-	-
Current financial debt and accrued interest charge	11	196.1	196.1	-	-
Derivatives	14	0.9	-	0.2	0.7
LIABILITIES		759.5	758.6	0.2	0.7

(1) These financial instruments belong to the "Held for trading" category.

Market risk management policy

The Group uses financial instruments to manage its interest rate and foreign exchange risk exposure. The market risk management policy 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, which are subject to approval on an individual basis.

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

With regard to foreign exchange risk, the Group endeavours to hedge its budgeted net commercial exposure over a rolling period

of up to 36 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 foreign exchange risk arising from the translation into euros of the financial statements of companies that use a different currency.

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

Note 14.2 Breakdown of financial instruments (interest rate and foreign exchange rates)

(In € millions)	2026	2025
Assets		
Interest rate derivatives	-	-
Exchange rate derivatives	4.0	5.2
TOTAL	4.0	5.2
Liabilities		
Interest rate derivatives	-	-
Exchange rate derivatives	3.8	0.9
TOTAL	3.8	0.9

Note 14.3 Interest rate derivatives

At 31 March 2026, the Group had no interest rate derivatives in its portfolio.

Note 14.4 Exchange rate derivatives

The Group uses options and forward contracts to hedge its cash flows from commercial transactions. Commercial transactions for the financial year that are unsettled at the reporting 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 1 month to 1 year.

BREAKDOWN OF ALL FOREIGN EXCHANGE HEDGING INSTRUMENTS IN THE PORTFOLIO AT 31 MARCH 2026

(In € millions)	Notional amount ⁽¹⁾	Market value	of which CFH ⁽²⁾	of which Trading ⁽²⁾
Put options and tunnel options				
Seller USD (vs. EUR)	82.7	0.6	0.6	-
Other currencies (vs. EUR)	60.2	0.3	0.3	-
	142.9	0.9	0.9	-
Forward sales				
Seller USD (vs. EUR)	74.0	1.1	1.1	-
Other currencies (vs. EUR)	67.5	(1.8)	(1.8)	-
	141.5	(0.6)	(0.6)	-
Purchase/(sale) of currency swaps (operating activities) ⁽³⁾				
Seller USD (vs. EUR)	(53.3)	0.1	-	0.1
Other currencies (vs. EUR)	(32.3)	(0.2)	-	(0.2)
	(85.6)	(0.1)	-	(0.1)
Purchase/(sale) of currency swaps (financing activities) ⁽³⁾				
Seller USD (vs. EUR)	54.6	0.1	-	0.1
Other currencies (vs. EUR)	12.5	(0.1)	-	(0.1)
	67.1	(0.0)	-	(0.0)
TOTAL	265.9	0.2	0.3	(0.1)

(1) Notional amount in foreign currency translated at the closing rate.

(2) FVH: fair value hedge; CFH: cash flow hedge; Trading: assets held for trading.

(3) Difference between closing rate and forward rate.

Breakdown of all foreign exchange hedging instruments in the portfolio at 31 March 2024

(In € millions)	Notional amount ⁽¹⁾	Market value	of which CFH ⁽²⁾	of which Trading ⁽²⁾
Put options and tunnel options				
Seller USD (vs. EUR)	92.4	1.3	1.3	-
Other currencies (vs. EUR)	42.9	0.9	0.9	-
	135.4	2.2	2.2	-
Forward sales				
Seller USD (vs. EUR)	101.6	0.5	0.5	-
Other currencies (vs. EUR)	68.3	1.0	1.0	-
	170.0	1.5	1.5	-
Purchase/(sale) of currency swaps (operating activities) ⁽³⁾				
Seller USD (vs. EUR)	3.4	(0.0)	-	(0.0)
Other currencies (vs. EUR)	(16.5)	0.1	-	0.1
	(13.1)	0.0	-	0.0
Purchase/(sale) of currency swaps (financing activities) ⁽³⁾				
Seller USD (vs. EUR)	(81.4)	0.6	-	0.6
Other currencies (vs. EUR)	(24.4)	(0.1)	-	(0.1)
	(105.8)	0.5	-	0.5
TOTAL	186.4	4.2	3.7	0.5

(1) Notional amount in foreign currency translated at the closing rate.

(2) FVH: fair value hedge; CFH: cash flow hedge; Trading: assets held for trading.

(3) 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 arising mainly from the ineffective portion of the hedges:

	2026		2025	
	EUR/USD sensitivity		EUR/USD sensitivity	
Benchmark value	1.1489		1.0822	
	+10%	-10%	+10%	-10%
EUR/USD rate	1.26	1.03	1.19	0.97
Net profit	(2.2)	0.2	(8.2)	9.7
Equity excluding net profit	7.2	(7.0)	11.3	(9.0)
Change in value of financial instruments	12.7	(16.3)	14.8	(11.9)
Nominal amount at reporting date:				
■ USD instruments in the portfolio	94.0	114.8	179.5	219.4
■ USD receivables potentially exposed	58.9	72.0	105.6	129.0

Note 14.5 Liquidity risk

In accordance with IFRS 7, liabilities are stated at their undiscounted carrying amount at the reporting date. Outstanding drawdowns on credit lines at 31 March 2026 are assumed to be carried forward until the maturity of the facilities concerned. The corresponding interest expense is calculated using the terms known at the reporting 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 schedule of payments relating to financial liabilities recognised as of 31 March 2026.

(In € millions)	By 31 March 2027	By 31 March 2028	By 31 March 2029	By 31 March 2030	Beyond	Total
Financial debt and accrued interest	84.9	-	189.0	-	471.0	744.9
Trade and other payables	656.0	-	-	-	-	656.0
Liabilities recognised at 31 March 2026	740.9	-	189.0	-	471.0	1,400.9
Future interest on financial debt	30.3	30.1	27.9	24.9	76.2	189.4
TOTAL PAYMENTS	771.2	30.1	216.9	24.9	547.2	1,590.3

The confirmed resources and their availability are as follows (see also note 11 for the description of financial debt):

(In € millions)	2026	2025
Fixed-rate resources	504.5	481.5
Variable-rate resources	387.0	210.0
TOTAL	891.5	691.5
Non-current	840.0	661.5
Current	51.5	30.0
TOTAL	891.5	691.5
Availability subject to compliance with the A ratio	840.0	640.0
Available with no ratio restrictions	51.5	51.5
TOTAL	891.5	691.5
Unused at 31 March	210.0	130.0
Unused at 31 March as % of available resources	24%	19%

The availability of some financing is contingent upon compliance with a bank covenant referred to as the "A ratio" (note 11.11). This is calculated every six months and must be below 4.0. The A ratio was 3.22 at 31 March 2026. 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 €335 million in unconfirmed bilateral lines at 31 March 2026.

The Group's rating is reviewed annually. At 31 March 2026, Moody's had assigned the rating of Baa3, with a negative outlook.

NOTE 15 Segment information

Breakdown by operating segment

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

a) Business segment

The Group's activities are structured around its portfolio of proprietary brands. Group management examines top-level brand performance by dividing them into two segments:

- "Cognac", comprising the Rémy Martin and Louis XII brands;
- "Liqueurs and Spirits", comprising all the Group's remaining brands.

The "Liqueurs and Spirits" segment is a collection of brands with similar characteristics in terms of their production, distribution, customer base and long-term margin.

The brands concerned are: Cointreau, Metaxa, St-Rémy, Mount Gay, Ponche Kuba, Bruichladdich, The Botanist, Westland, Le Domaine des Hautes Glaces, Belle de Brillet and Telmont.

The "Partner Brands" activity, which concerns the sale of third-party brands by some of the Group's distribution subsidiaries on the basis of fixed-term contracts, is analysed separately.

The "Holding" activity comprises central structural costs that are not allocated to the brands for performance analysis purposes.

The key performance indicators are revenue, current operating profit and current operating margin.

There are no differences in accounting policies between the published information and the segment information used by Group management. However, given the sensitivity of the Group's activities to exchange rate movements, performance analysis is carried out both at market exchange rates and at constant exchange rates.

The top-level operating segments reported in accordance with IFRS 8 are thus "Cognac", "Liqueurs & Spirits", "Partner Brands" and "Holding".

b) Geographic segment

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 and Africa; Americas; Asia-Pacific. The Asia-Pacific area includes Asia, Australia and New Zealand.

Note 15.1 Activities

15.1.1 Breakdown of sales and current operating profit

AT 31 MARCH 2026

(In € millions)	Cognac	Liqueurs and Spirits	Partner Brands	Holding	Total
Invoiced amount net of discounts etc.	626.6	379.7	18.3	-	1,024.6
Tax and duty collected	(53.0)	(33.6)	(2.7)	-	(89.3)
SALES	573.6	346.1	15.6	-	935.3
CURRENT OPERATING PROFIT	141.5	43.1	(1.3)	(17.9)	165.4

AT 31 MARCH 2025

(In € millions)	Cognac	Liqueurs and Spirits	Partner Brands	Holding	Total
Invoiced amount net of discounts etc.	666.2	385.2	24.4	-	1,075.8
Tax and duty collected	(54.4)	(32.6)	(4.1)	-	(91.2)
SALES	611.8	352.5	20.3	-	984.6
CURRENT OPERATING PROFIT	184.5	51.5	(1.4)	(17.7)	217.0

There are no inter-segment sales.

15.1.2 Breakdown of the statement of financial position

AT 31 MARCH 2026

(In € millions)	Cognac	Liqueurs and Spirits	Partner Brands	Unallocated	Total
Non-current assets	529.2	445.5	0.4	48.8	1,023.9
Current assets	2,013.8	304.3	3.2	28.7	2,350.1
Derivatives	-	-	-	4.0	4.0
Cash and cash equivalents	-	-	-	78.0	78.0
TOTAL ASSETS	2,543.0	749.8	3.7	159.5	3,455.9
Equity	-	-	-	1,929.6	1,929.6
Financial debt and accrued interest	-	-	-	768.4	768.4
Provisions for liabilities and charges	10.6	5.2	-	8.3	24.1
Deferred and current taxation	-	-	-	74.1	74.1
Trade and other payables	533.8	92.9	3.1	26.3	656.0
Derivatives	-	-	-	3.8	3.8
TOTAL EQUITY AND LIABILITIES	544.3	98.1	3.1	2,810.4	3,455.9
Right-of-use assets, brands and other intangible assets not included in the basis of calculation of "return on capital employed" (ROCE)	249.6	253.7	0.3		503.5
ROCE basis of calculation	1,749.1	398.0	0.3	0.0	2,147.4

AT 31 MARCH 2025

(In € millions)	Cognac	Liqueurs and Spirits	Partner Brands	Unallocated	Total
Non-current assets	543.9	455.5	0.6	40.2	1,040.2
Current assets	1,946.0	312.5	7.6	29.6	2,295.7
Derivatives	-	-	-	5.2	5.2
Cash and cash equivalents	-	-	-	83.1	83.1
TOTAL ASSETS	2,489.9	767.9	8.2	158.1	3,424.2
Equity	-	-	-	1,929.3	1,929.3
Financial debt and accrued interest	-	-	-	758.6	758.6
Provisions for liabilities and charges	11.9	5.4	0.4	7.7	25.4
Deferred and current taxation	-	-	-	70.9	70.9
Trade and other payables	528.1	88.1	3.4	19.6	639.1
Derivatives	-	-	-	0.9	0.9
TOTAL EQUITY AND LIABILITIES	540.0	93.5	3.8	2,786.9	3,424.2
Right-of-use assets, brands and other intangible assets not included in the basis of calculation of "return on capital employed" (ROCE)	254.6	258.7	0.4	-	513.6
ROCE basis of calculation	1,695.4	415.8	4.0	-	2,115.2

15.1.3 Return on capital employed (ROCE)

Return on capital employed is measured using the following indicators:

- current operating profit by activity (note 15.1.1);
- breakdown of the statement of financial position by activity, excluding certain intangibles (note 15.1.2).

Current operating profit and capital employed are identified by business on an analytical basis. Profit and capital employed for the distribution network and holding company segment 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 2026

(In € millions)	Capital employed	Current operating profit	%
Cognac	1,749.1	141.5	8.1%
Liqueurs & Spirits	398.0	43.1	10.8%
GROUP BRANDS SUBTOTAL	2,147.1	184.6	8.6%
Partner Brands	0.3	(1.3)	
Holding	-	(17.9)	-
TOTAL	2,147.4	165.4	7.7%

AT 31 MARCH 2025

(In € millions)	Capital employed	Current operating profit	%
Cognac	1,695.4	184.5	10.9%
Liqueurs and Spirits	415.8	51.5	12.4%
GROUP BRANDS SUBTOTAL	2,111.2	236.0	11.2%
Partner Brands	4.0	(1.4)	-
Holding	-	(17.7)	-
TOTAL	2,115.2	217.0	10.3%

15.1.4 Capital expenditure and depreciation and amortisation expense

(In € millions)	Capital expenditure on property, plant and equipment and intangible assets		Depreciation and amortisation of property, plant and equipment and intangible assets	
	2026	2025	2026	2025
Cognac	19.3	25.7	23.9	24.0
Liqueurs and Spirits	14.2	23.9	14.6	13.8
Partner Brands	0.0	0.0	0.1	0.1
TOTAL	33.5	49.6	38.5	37.8

Note 15.2 Geographical areas

Sales

(In € millions)	2026	2025
Europe/Middle East/Africa ⁽¹⁾	218.1	226.9
Americas ⁽²⁾	361.2	363.2
Asia-Pacific ⁽²⁾	356.0	394.4
TOTAL	935.3	984.6

(1) Sales in France totalled €20.2 million for the year ended 31 March 2026 (March 2025: €19.2 million).

(2) The US and China are the main contributors from the Americas and Asia-Pacific regions.

At 31 March 2026, the Group's largest customer represented less than 14% of sales.

Statement of financial position

AT 31 MARCH 2026

(In € millions)	Europe/Middle East/ Africa	Americas	Asia-Pacific	Unallocated	Total
Non-current assets	884.2	99.0	40.7	-	1,023.9
Current assets	2,025.1	158.0	167.0	-	2,350.1
Derivatives	-	-	-	4.0	4.0
Cash and cash equivalents	-	-	-	78.0	78.0
TOTAL ASSETS	2,909.3	257.0	207.7	81.9	3,455.9
Equity	-	-	-	1,929.6	1,929.6
Financial debt and accrued interest	-	-	-	768.4	768.4
Provisions for liabilities and charges	23.7	0.0	0.4	-	24.1
Deferred and current taxation	59.6	0.4	14.1	-	74.1
Trade and other payables	444.0	59.7	152.3	-	656.0
Derivatives	-	-	-	3.8	3.8
TOTAL EQUITY AND LIABILITIES	527.3	60.0	166.8	2,701.8	3,455.9

AT 31 MARCH 2025

(In € millions)	Europe/ Middle East/Africa	Americas	Asia-Pacific	Unallocated	Total
Non-current assets	884.1	109.4	46.7	-	1,040.2
Current assets	1,957.5	172.7	165.6	-	2,295.7
Derivatives	-	-	-	5.2	5.2
Cash and cash equivalents	-	-	-	83.1	83.1
TOTAL ASSETS	2,841.6	282.1	212.2	88.3	3,424.2
Equity	-	-	-	1,929.3	1,929.3
Financial debt and accrued interest	-	-	-	758.6	758.6
Provisions for liabilities and charges	19.1	0.2	6.1	-	25.4
Deferred and current taxation	56.5	0.4	14.0	-	70.9
Trade and other payables	444.8	56.2	138.1	-	639.1
Derivatives	-	-	-	0.9	0.9
TOTAL EQUITY AND LIABILITIES	520.4	56.7	158.3	2,688.8	3,424.2

Capital expenditure and depreciation and amortisation expense

(In € millions)	Capital expenditure on property, plant and equipment and intangible assets		Depreciation and amortisation of property, plant and equipment and intangible assets	
	2026	2025	2026	2025
Europe/Middle East/Africa	30.4	44.2	30.6	29.5
Americas	2.1	3.3	4.0	4.2
Asia-Pacific	1.0	2.2	3.9	4.1
TOTAL	33.5	49.6	38.5	37.8

NOTE 16 Expenses by type

Current operating profit includes the following expenses:

(In € millions)	2026	2025
Employee benefit expenses	(225.0)	(229.5)
Depreciation, amortisation and impairment of non-current assets	(46.1)	(46.8)
Advertising and promotion expenses	(183.9)	(199.6)

Employee benefit expenses mainly include salaries and social charges, pension plan costs, bonus share plan expenses and benefits in kind.

NOTE 17 Employees

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

	2026	2025
France	769	778
Europe (outside France) – Africa	279	281
Americas	316	324
Asia-Pacific	419	473
TOTAL	1,783	1,856

NOTE 18 Other non-current income/(expense)

“Other non-recurring income/(expense)” includes items that, given their nature, frequency and materiality, cannot be considered as part of the Group’s ordinary activities and which affect year-on-year comparisons. They include notably impairment provisions recognised as a result of impairment tests on brands and other non-

current assets, provisions for restructuring and litigation, and significant gains or losses on disposals of assets other than those relating to operations that have been, or are to be, discontinued (note 1.8).

(In € millions)	2026	2025
Restructuring costs	(4.4)	(5.4)
Tax adjustments excluding income tax	-	0.4
Provision for impairment of assets	(9.5)	-
Other	(0.1)	(1.0)
TOTAL	(13.9)	(6.0)

The restructuring costs for the period are mainly related to the reorganisation of distribution in Europe.

The provision for impairment of assets comprises a €7.6 million impairment of ageing inventories (note 7) and a €1.9 million impairment of property, plant and equipment (note 4), both in relation to Westland.

NOTE 19 Net financial income/(expense)

Note 19.1 Net borrowing cost by type of financing

(In € millions)	2026	2025
Private bond placement	(21.5)	(23.6)
Private Schuldschein placement	(3.4)	-
Other loans	(0.5)	(0.5)
Syndicated loan and unconfirmed lines	(5.9)	(6.3)
Finance costs of special purpose entities	(1.6)	(2.1)
Accretion of lease liabilities – IFRS 16	(1.1)	(1.5)
Gross borrowing cost	(34.0)	(34.0)
Interest income	0.3	0.4
Net borrowing cost	(33.6)	(33.7)

Financial debt is described in note 11.

Note 19.2 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 derivatives, for the so-called “ineffective” portion, and the currency gains and losses from financing transactions. Currency gains/(losses) from operations are recognised in gross margin (note 1.6).

(In € millions)	2026	2025
Currency gains	0.8	-
Other financial income	0.8	-
Currency losses	-	(1.3)
Other financial expenses of special purpose entities	(7.7)	(6.0)
Other	(1.5)	(1.6)
Other financial expenses	(9.2)	(8.9)
Other financial income/(expense)	(8.4)	(8.9)

NOTE 20 Income tax

In accordance with IAS 12, deferred taxation is recognised by the Group 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.

The tax rate used is the statutory tax rate in effect on the date on which the timing difference will reverse, which is generally that of the current financial year or that of the following financial year, if known with certainty. The effects of changes in tax rates are included in the income tax expense for the financial year in which they become known.

The main source of deferred taxation for the Rémy Cointreau Group arises from the difference in the value of the brands in the

consolidated financial statements, which is usually imputed on the first consolidation of an acquisition, and their value for taxation purposes, which is generally nil.

As required by IAS 12, a deferred taxation 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, a deferred taxation liability is recognised only in respect of dividends that are certain at the reporting date.

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

Note 20.1 Net income tax expense

(In € millions)	2026	2025
Current tax (expense)/income	(31.7)	(50.8)
Deferred taxation (expense)/income	0.4	2.6
Income tax	(31.4)	(48.2)
Effective published tax rate	-28.7%	-28.6%
Effective tax rate excl. non-recurring items	-28.2%	-27.2%

The Group income tax expense for the year ended 31 March 2025 included a €2.5 million charge for the exceptional surtax enacted in France in February 2025 on the profits of large companies. No additional charge has been recognised in this regard for the year ended 31 March 2026.

Note 20.2 Tax regime

Rémy Cointreau has opted to use the French group tax regime for certain of its subsidiaries that are at least 95% directly or indirectly controlled. This regime allows the income tax charges of profitable companies to be offset, within certain limits, against losses incurred by other companies in the tax group. The resulting tax saving is recognised in the period of offset.

Note 20.3 Analysis of origin and breakdown of deferred taxation

(In € millions)	2026	2025
Breakdown by type		
Pension provisions	3.3	3.8
Regulated provisions	(31.1)	(29.2)
Other provisions	3.2	4.7
Brands	(80.6)	(75.9)
Non-current assets	(9.9)	(9.5)
Convertible bonds (OCEANE)	(1.3)	(1.3)
Margins on inventories	42.4	49.4
Losses carried forward	6.3	4.6
Financial instruments	0.4	(0.3)
Other timing differences	42.5	26.1
NET POSITION – ASSET (LIABILITY)	(24.8)	(27.5)
Breakdown by tax group		
Tax group France	(42.0)	(33.0)
Tax group United States	5.9	4.2
Other companies	11.2	1.4
NET POSITION – ASSET (LIABILITY)	(24.8)	(27.5)
Deferred tax assets	29.9	21.3
Deferred tax liabilities	(54.7)	(48.7)
Net position – asset (liability)	(24.8)	(27.5)

Note 20.4 Tax losses and capital losses carried forward

At 31 March 2026, tax losses carried forward totalled €74.6 million (March 2025: €75.0 million) and mainly concerned losses incurred in France, Belgium, Barbados, Hong Kong and the United Kingdom. The potential tax saving arising from the use of these losses is €16.9

million (March 2025: €14.4 million). On these losses, the Group recognised a net asset of €6.3 million, which it plans to recover by March 2029.

Note 20.5 Tax reconciliation

The income tax expense for the year ended 31 March 2026 was €31.4 million. The difference compared to the theoretical income tax expense based on the French statutory rate of 25.83% breaks down as follows:

(In € millions)	2026	2025
Theoretical income tax	(28.3)	(43.5)
Actual income tax	(31.4)	(48.2)
DIFFERENCE	(3.1)	(4.7)
Permanent differences between consolidated profit and taxable profit	(3.2)	0.9
Use of tax losses or timing differences not previously recognised	0.1	-
Unused losses from subsidiaries that are loss-making from tax point of view	(2.4)	(2.9)
Difference in tax rates applicable to foreign subsidiaries	0.4	0.2
Adjustment to the income tax expense for prior years	2.0	(0.4)
Exceptional surtax on the profits of large companies – France	-	(2.5)
TOTAL	(3.1)	(4.7)

NOTE 21 Net profit (excluding non-recurring items)

Net profit excluding non-recurring items corresponds to the net profit for the period adjusted to reflect the other operating income and expenses described in note 18, the related tax effects, the profit or loss from discontinued operations and the contribution on the distribution of cash dividends. It is one of the key performance indicators used by management and highlighted in external communications.

Note 21.1 Reconciliation with net profit

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

(In € millions)	2026	2025
Net profit – attributable to owners of the parent	78.7	121.2
Items recorded under “Other non-current income/(expense)” (note 18)	13.9	6.0
Tax on “Other non-current income/(expense)”	(3.4)	(1.7)
Exceptional corporate income tax contribution – France (note 20)	-	2.5
Net profit excluding non-recurring items – attributable to owners of the parent	89.2	128.0

Note 21.2 Net profit excluding non-recurring items per share – attributable to owners of the parent

(In € millions)	Notes	2026	2025
Net profit/loss excluding non-recurring items – attributable to owners of the parent		89.2	128.0
Number of shares			
■ basic	10.2	52,127,219	51,415,283
■ diluted	10.2	52,467,901	51,803,143
Per share (in €)			
■ basic		1.71	2.49
■ diluted		1.70	2.47

NOTE 22 Change in working capital

(In € millions)	Change in working capital on						2026
	2025	Operating activities	Investing activities	Financing activities	Non-cash changes	Translation differences	
Inventories (note 7)	2,105.6	79.4	-	-	(8.1)	(8.5)	2,168.4
Trade receivables (note 8)	102.8	4.4	-	-	(0.1)	(2.8)	104.4
Trade payables (note 13)	(553.9)	(6.9)	3.5	(7.7)	0.0	3.9	(561.1)
Other receivables and other payables (notes 8 and 13)	(0.5)	(38.5)	-	-	0.4	9.8	(28.8)
SUBTOTAL	1,654.0	38.5	3.5	(7.7)	(7.8)	2.4	1,682.9
Add-back of non-cash EBITDA items		1.3					
Change in working capital		39.8					

NOTE 23 Pensions and other post-employment benefits

The valuation of pension obligations 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.

The Group's commitments are determined and recognised in accordance with the requirements of IAS 19 as revised.

Accordingly:

- charges relating to defined-contribution schemes are recognised as expenses when paid;
- obligations in respect of defined-benefit schemes 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 through other comprehensive income.

Note 23.1 Defined-benefit pension plans

At 31 March 2026, defined-benefit plans, which are subject to an actuarial valuation, predominantly pertained to:

- retirement indemnities and long-service awards under collective bargaining agreements in France affecting a workforce of 736 people;
- defined-benefit supplementary pension plans sponsored by the Group in France and other countries affecting 256 people, of whom

84 are current employees and 172 are retired or have left the Group;

- a post-employment healthcare scheme in France affecting a closed population of 21 retirees.

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

(In € millions)	2026	2025
Retirement indemnities	8.4	8.0
Supplementary pension plans	6.5	8.7
Long-service awards	0.7	0.7
Post-employment healthcare benefits	0.3	0.3
TOTAL	15.8	17.7

The liability related to these plans in France is €13.5million, of which €8.4 million relates to retirement indemnities, €4.1 million to supplementary pension plans and €1.0 million to other benefits.

(In € millions)	2026	2025
Present value of obligation at start of year	27.1	30.3
Service cost	1.8	1.9
Interest cost	0.7	0.8
Impact of changes to schemes	(0.1)	(0.2)
Contributions received	0.3	0.2
Benefits paid	(3.5)	(4.9)
Actuarial losses (gains)	(0.0)	(1.2)
Translation differences/Change in scope	0.2	0.1
Present value of obligation at end of year	26.5	27.1
■ not funded	14.0	14.0
■ partly funded	12.4	13.2
Carrying amount of plan assets at start of year	10.1	10.7
Expected return	0.2	0.2
Contributions received	3.7	2.1
Impact of changes to schemes	-	-
Benefits paid	(2.6)	(3.2)
Actuarial gains (losses)	(0.2)	0.1
Translation differences	0.2	0.1
Carrying amount of plan assets at end of year	11.3	10.1
Pension commitments	15.2	17.1
LIABILITIES	15.8	17.7
ASSETS	0.6	0.6

The plan assets are held by insurance companies, which invest these assets together with their general assets. €1.2 million of plan assets are held in France.

Note 23.2 Cost for the period

(In € millions)	2026	2025
Service cost	(1.8)	(1.9)
Interest cost	(0.7)	(0.8)
Expected return	0.2	0.2
Impact of changes to scheme	0.1	0.2
Total income (expense)	(2.2)	(2.3)
Benefits paid	0.9	1.6
Employer's contribution	3.4	1.9
Total net income (expense)	2.1	1.2
Assumptions		
Average discount rate	3.16%	3.05%
Average salary increase	2.34%	2.45%
Expected working life	10 years	10 years
Return on assets	2.09%	2.24%
Estimated payments for the next five years:	8.1	8.2
Sensitivity to an increase of 0.50% in the discount rate on the gross actuarial debt	(0.1)	(0.1)
Sensitivity to an increase of 0.50% in the discount rate on the service cost	(0.1)	-

NOTE 24 Off-balance sheet commitments and contingent assets and liabilities

Note 24.1 Commitments relating to operating activities

(In € millions)	2026	2025
Purchase commitments – non-current assets	18.1	28.0
Purchase commitments – eaux-de-vie	443.6	273.9
Purchase commitments – other spirits	37.1	35.5
Other purchase commitments	34.9	37.5

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

These commitments are valued based on the prices known at the reporting date. Eaux-de-vie purchasing commitments mainly relate to multi-year contracts in place with distillers.

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

BREAKDOWN OF COMMITMENTS BY MATURITY AT 31 MARCH 2026

(In € millions)	Total	2026	Beyond
Purchase commitments – non-current assets	18.1	12.7	5.4
Purchase commitments – eaux-de-vie	443.6	121.1	322.5
Purchase commitments – other wines and spirits	37.1	29.7	7.4
Other purchase commitments	34.9	21.4	13.5

Note 24.2 Financing commitments, deposits and similar guarantees

(In € millions)	2026	2025
Customs guarantees	39.0	75.0
Environmental guarantees	2.8	2.8
Agricultural warrants and pledges on AFC inventories*	58.0	55.0
Other guarantees	5.2	5.3

A portion of the eaux-de-vie inventories held by the Alliance Fine Champagne cooperative is subject to warrants and pledges, which serve as collateral for the cooperative's borrowings (note 11.10). This concerned 16% of these inventories by value at 31 March 2026 (note 7.1).

BREAKDOWN OF COMMITMENTS BY MATURITY AT 31 MARCH 2026

(In € millions)	Total	2027	Beyond
Customs deposits	39.0	39.0	-
Environmental guarantees	2.8	2.8	-
Agricultural warrants and pledges on AFC inventories	58.0	-	58.0
Other guarantees	5.2	1.2	4.0

Note 24.3 Contingent assets and liabilities

On 20 February 2026, the Supreme Court of the United States of America ruled that the so-called IEEPA tariffs were illegal. US Customs and Border Protection (CBP) must therefore arrange for their repayment. The tariffs had affected US imports of the Group's products since April 2025. As of the reporting date, the process for submitting repayment requests was not yet in place and the arrangements remained uncertain. No accrued income was therefore recognised. CBP opened the repayment process on 20 April 2026 and the Group took steps immediately. It is estimated that the Group directly or indirectly paid \$16.7 million in IEEPA tariffs that are eligible for repayment.

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. At 31 March 2026, no guarantees were outstanding.

At the reporting date, various Group companies, in France and abroad, were subject to tax audits relating to previous financial years and were involved in various other litigation proceedings. Following a review of each case within each subsidiary involved, and based on the advice of the legal counsels, the provisions deemed necessary were recognised to cover the estimated risks.

Rémy Cointreau certifies that it has not omitted to report any significant off-balance sheet items in its consolidated financial statements.

NOTE 25 Related parties

Note 25.1 Transactions with associates

At 31 March 2026, the Rémy Cointreau Group's sole associate was Spirits Platform Pty Ltd.

The transactions with this company are described in note 5.

Note 25.2 Transactions with Orpar and Andromède

Andromède, via Orpar, is the largest shareholder in Rémy Cointreau. Transactions between Rémy Cointreau and these companies are as follows:

(In € millions)	2026	2025
Service fees charged	2.4	2.4
Trade and other receivables	0.8	0.7

Note 25.3 Transactions with companies with a common shareholder or board member

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

(In € millions)	2026	2025
Purchases of non-current assets	7.1	10.7
Trade payables	0.7	2.0

Note 25.4 Management bodies

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

The Executive Committee is made up of the Chief Executive Officer and 10 members.

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

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

(In € millions)	2026	2025
Short-term benefits	10.0	8.6
Post-employment benefits	0.4	1.1
Expenses related to stock option and similar plans	2.1	2.9
Directors' fees paid to members of the Board of Directors	0.6	0.6
TOTAL	13.1	13.2

NOTE 26 Statutory Auditors' fees

The fees paid to the Statutory Auditors and the members of their network for the financial year ended 31 March 2026 amounted to €1.7 million for assurance services and €60 thousand for non-assurance services.

	PricewaterhouseCoopers ⁽¹⁾				Forvis Mazars ⁽²⁾				ACA Nexia			
	Amount		%		Amount		%		Amount		%	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Assurance services	842	974	97%	97%	810	657	96%	94%				
■ Rémy Cointreau SA	281	249			242	217						
■ Fully consolidated subsidiaries	561	725			567	440						
Non-assurance services	24	34	3%	3%	36	45	4%	6%				
■ Rémy Cointreau SA												
■ Fully consolidated subsidiaries	24	34			36	45						
Certification of sustainability-related information									90	115	100%	100%
■ Rémy Cointreau SA									90	115		
TOTAL	866	1,008	100%	100%	845	702	100%	100%	90	115	100%	100%

(1) Including €462 thousand for assurance services in France for the financial year ended 31 March 2026.

(2) Including €338 thousand for assurance services in France for the financial year ended 31 March 2026.

NOTE 27 Events after the reporting period

- **8 April 2026: Launch of the RC Forward transformation plan and organisational change.** In a complex economic and geopolitical environment, Rémy Cointreau has decided to take an offensive approach by launching an ambitious transformation plan. This plan marks a decisive step forward, aimed at regaining momentum in its markets and maximizing the potential of its brands. In this context, Rémy Cointreau also announces an evolution of its organization in order to gain efficiency and agility, including the implementation of a Steering Committee within the Executive Committee, composed of five functions reporting to the Chief Executive Officer.

NOTE 28 List of consolidated companies

At 31 March 2026, the scope of consolidation included 43 companies (31 March 2025: 46). Of these companies, 42 are fully consolidated and 1 is 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	% holding (in capital and voting rights)	
		2026	2025
EUROPE			
France			
Rémy Cointreau SA ⁽¹⁾	Holding/Finance	100.0	100.0
Rémy Cointreau Services ⁽¹⁾	Holding/Finance	100.0	100.0
CLS Rémy Cointreau ⁽¹⁾	Production/Distribution	100.0	100.0
Domaines Rémy Martin ⁽¹⁾	Agricultural production	100.0	100.0
E. Rémy Martin & C° ⁽¹⁾	Production	100.0	100.0
Cointreau ⁽¹⁾	Production	100.0	100.0
Domaine des Hautes Glaces ⁽¹⁾	Production	99.2	99.2
Rémy Cointreau International Marketing Service ⁽¹⁾	Other	100.0	100.0
Rémy Cointreau Libra ⁽¹⁾	Holding/Finance	100.0	100.0
Storeco ⁽¹⁾	Production	100.0	100.0
SCEA Brillet des Aireaux ⁽²⁾	Production	-	100.0
Champagne de Telmont	Production/Distribution	88.0	88.0
Rémy Cointreau France Distribution ⁽¹⁾	Distribution	100.0	100.0
Maison Psyché ⁽¹⁾	Holding/Finance	95.0	95.0
Rémy Cointreau Ventures ⁽¹⁾	Holding/Finance	100.0	100.0
Other countries			
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) ⁽³⁾	Distribution	-	100.0
Buichladdich Distillery Company Ltd (United Kingdom)	Production	100.0	100.0
Rémy Cointreau UK Ltd (United Kingdom)	Holding/Finance	100.0	100.0
Rémy Cointreau UK Distribution Ltd (United Kingdom)	Distribution	100.0	100.0

Company	Activity	% holding (in capital and voting rights)	
		2026	2025
AMERICAS			
United States			
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
Maison Psyché Americas Inc	Distribution	100.0	100.0
Barbados			
Mount Gay Distilleries Ltd	Production	98.8	95.2
Mount Gay Holding Ltd	Holding/Finance	100.0	100.0
Other countries			
Cointreau Do Brazil (licores) Ltda (Brazil) ⁽³⁾	Other	-	100.0
ASIA/PACIFIC/AFRICA			
China/Hong Kong			
Rémy Cointreau Shanghai 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
Shanghai Rémy Cointreau I&E Ltd	Distribution	100.0	100.0
Shanghai Rémy Cointreau Trading Ltd	Distribution	100.0	100.0
Other countries			
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
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) ⁽⁴⁾	Distribution	37.0	37.0

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

(2) Company merged with Cointreau.

(3) Liquidated during the period.

(4) Equity-accounted company.

5.7 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2026

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders,

OPINION

In compliance with the engagement entrusted to us by your Shareholders' Meeting, we have audited the accompanying consolidated financial statements of Rémy Cointreau for the year ended 31 March 2026.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of

the Group at 31 March 2026 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

BASIS FOR OPINION

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements" section of our report.

Independence

We conducted our audit engagement in compliance with the independence rules provided for in the French Commercial Code (Code de commerce) and the French Code of Ethics (Code de déontologie) for Statutory Auditors for the period from 1 April 2025 to the date of our report, and, in particular, we did not provide any non-audit services prohibited by Article 5(1) of Regulation (EU) No. 537/2014.

JUSTIFICATION OF ASSESSMENTS – KEY AUDIT MATTERS

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgement, were the most significant in our audit of the consolidated financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the consolidated financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the consolidated financial statements.

Measurement of brands and goodwill (Note 2 to the consolidated financial statements)

Description of risk

At 31 March 2026, the net value of brands and goodwill was €455.3 million and €24.3 million, respectively.

Residual goodwill and brands recognised on Rémy Cointreau Group's balance sheet are treated as assets with an indefinite useful life and are not amortised.

Brands and goodwill are tested for impairment at least once a year at the reporting date and whenever there is an indication of a decrease in value.

For the purpose of these impairment tests, the assets are allocated to cash generating units (CGUs), whose structure is based on the brand portfolio.

Brands are generally tested within the CGU to which they belong. If this test indicates an impairment loss, the brands are then tested separately using methods such as the royalties method or the excess profits method.

If the net carrying amount of the assets exceeds the higher of the assets' value in use and their fair value less costs to sell, an impairment loss is recognised for the difference under "Other non-current income/(expense)".

Value in use is determined on the basis of projected future cash flows derived from medium-term plans, the duration of which is adapted to the specific characteristics of each business and does not exceed 12 years. Cash flow projections are discounted using the weighted average cost of capital. The calculation takes into account an estimated terminal value approximated by extrapolating the normalised cash flow at the end of the final year of the specific forecast period, on the basis of the perpetual growth rate.

When the CGU's value in use is less than its carrying amount, the net fair value less costs to sell is determined for that CGU by using sales, EBIT or EBITDA multiples from recent transactions involving similar assets, supplemented where necessary by comparative approaches using P/E multiples based on quoted prices.

We deemed the measurement of these assets to be a key audit matter because the calculation of their recoverable amount requires a high degree of judgement from management in terms of projecting future cash flows and determining the main assumptions to be used.

How our audit addressed this risk

With the assistance of our valuation experts, we examined the methods used to implement these impairment tests.

For the impairment tests that we deemed to be the most sensitive, our work consisted of:

- familiarising ourselves with the valuation reports prepared by independent appraisers at management's request and carrying out a critical review of these reports;
- assessing the consistency of the projected future cash flows with the estimates presented to the Board of Directors during the budget process, historical results and the economic and financial environment on the different markets in which the brands are operated;
- assessing the discount rates applied, by comparing their inputs with external references;

- where applicable, verifying the relevance of the sample selected for determining the multiples based on comparable transactions and P/E multiples (EBIT and EBITDA);
- verifying, on a sample basis, the mathematical accuracy of the calculations performed in the impairment tests;
- reviewing the sensitivity analyses on the main key assumptions adopted by management, to ensure the results are resilient to variations in the various parameters;
- assessing the appropriateness of the information provided in the notes to the consolidated financial statements.

Valuation of eaux-de-vie inventories undergoing ageing (Note 7 to the consolidated financial statements)

Description of risk

The Group's inventories were carried in the statement of financial position at 31 March 2026 for a net amount of €2,168.4 million, representing 62.7% of total assets. These inventories mainly consisted of wines and eaux-de-vie undergoing ageing for an amount of €1,900.4 million (gross value), of which €1,724.8 million of eaux-de-vie undergoing ageing, which may be held for periods ranging from three to more than 70 years. They remain classified within current assets in accordance with industry practice.

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.

We deemed this to be a key audit matter in view of the significant amount of inventories in the consolidated statement of financial position.

How our audit addressed this risk

Our work consisted of:

- verifying the actual existence of the eaux-de-vie inventories using sampling techniques during physical inventory counts;
- obtaining an understanding of the procedures implemented to value eaux-de-vie inventories undergoing ageing;
- carrying out a critical assessment of the method used by management to value eaux-de-vie inventories and examining the proper application of the valuation method, in particular by analysing fixed costs included in the inventory valuation;
- assessing the appropriateness of the information provided in the notes to the consolidated financial statements.

SPECIFIC VERIFICATIONS

As required by legal and regulatory provisions and in accordance with professional standards applicable in France, we have also verified the information pertaining to the Group presented in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

OTHER VERIFICATIONS AND INFORMATION PURSUANT TO LEGAL AND REGULATORY REQUIREMENTS

Presentation of the consolidated financial statements to be included in the annual financial report

In accordance with professional standards applicable to the Statutory Auditors' procedures for annual and consolidated financial statements presented according to the European single electronic reporting format, we have verified that the presentation of the consolidated financial statements to be included in the annual financial report referred to in paragraph I of Article L. 451-1-2 of the French Monetary and Financial Code (Code monétaire et financier) and prepared under the Chief Executive Officer's responsibility, complies with this format, as defined by European Delegated Regulation No. 2019/815 of 17 December 2018. As it relates to the

consolidated financial statements, our work included verifying that the markups in the financial statements comply with the format defined by the aforementioned Regulation.

On the basis of our work, we conclude that the presentation of the consolidated financial statements to be included in the annual financial report complies, in all material respects, with the European single electronic reporting format.

It is not our responsibility to ensure that the consolidated financial statements to be included by the Company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

APPOINTMENT OF THE STATUTORY AUDITORS

We were appointed Statutory Auditors of Rémy Cointreau by the Shareholders' Meetings held on 23 July 2020 for Forvis Mazars and on 24 July 2018 for PricewaterhouseCoopers Audit.

At 31 March 2026, Forvis Mazars and PricewaterhouseCoopers Audit were in the sixth and eighth consecutive year of their engagement, respectively.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for preparing consolidated financial statements giving a true and fair view in accordance with International Financial Reporting Standards as adopted by the European Union and for implementing the internal control procedures it deems necessary for the preparation of consolidated financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern,

and using the going concern basis of accounting, unless it expects to liquidate the Entity or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems relating to accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

RESPONSIBILITIES OF THE STATUTORY AUDITORS RELATING TO THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Objective and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Entity's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgement throughout the audit. They also:

- identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are

appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and the related disclosures in the notes to the consolidated financial statements;
- assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;
- evaluate the overall presentation of the consolidated financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The Statutory Auditors are responsible for the management, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed thereon.

Report to the Audit Committee

We submit a report to the Audit Committee which includes, in particular, a description of the scope of the audit and the audit programme implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgement, were the most significant for the audit of the consolidated financial statements and

which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in Articles L. 821-27 to L. 821-34 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit Committee.

The Statutory Auditors

Forvis Mazars

Levallois-Perret, 25 June 2026

Jérôme de Pastors

Partner

PricewaterhouseCoopers Audit

Neuilly-sur-Seine, 25 June 2026

Amélie Wattel

Partner

ELEVATE YOUR MOJITO FOR THE PERFECT SIP OF SUMMER

MOUNT GAY SILVER

Matured in whiskey barrels
and charcoal filtered,
this rum delivers notes of
bright citrus, pineapple
and vanilla



MOUNT GAY.
Barbados Rum **EST. 1703**

**TASTE THE
GOOD LIFE**

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COMPANY FINANCIAL STATEMENTS AT 31 MARCH 2026

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6.1 COMPARATIVE STATEMENTS OF FINANCIAL POSITION

	Notes		2026	2025
At 31 March (in € millions)		Gross	Amortisation and impairment	Net
ASSETS				
Intangible assets		-	-	-
Property, plant and equipment		-	-	-
Non-current financial assets (1):	2			
Equity investments		1,829.9	-	1,829.9
Other non-current financial assets		1.7	(1.3)	0.4
Total non-current assets		1,831.6	(1.3)	1,830.3
(1) Amount falling due within one year		-	-	-
Inventories and work-in-progress		-	-	-
Accounts receivable (2):				
Trade receivables	3	2.9	-	1.4
Other receivables	3	142.2	-	45.9
Prepaid expenses		0.2	-	0.3
Marketable securities:				
Treasury shares	4	35.9	(0.5)	41.7
Total current assets		181.3	(0.5)	88.9
Issuance costs of borrowings	5	2.5	-	2.4
TOTAL ASSETS		2,015.3	(1.8)	1,922.0
(2) Amount falling due within one year:		112.3	-	8.9
LIABILITIES				
Share capital		84.1	-	83.5
Additional paid-in capital		901.5	-	883.1
Legal reserve		8.3	-	8.2
Retained earnings		197.4	-	259.8
Profit for the period		42.5	-	15.6
Total shareholders' equity	6.3	1,233.9	-	1,250.2
Provisions for charges		35.3	-	41.7
Total provisions	7	35.3	-	41.7
Borrowings and financial debt	8	695.8	-	599.6
Trade payables	9	6.6	-	3.1
Other payables	9	42.0	-	27.5
Total payables (3)		779.7	-	671.8
TOTAL LIABILITIES		2,013.5	-	1,922.0
(3) Amount falling due within one year:		84.4	-	98.7

6.2 COMPARATIVE INCOME STATEMENTS

At 31 March (in € millions)	Notes	2026	2025
Operating revenue:			
Services provided	10	21.5	18.8
Reversals of amortisation, impairment and provisions		-	-
Other income		-	-
Total operating revenue		21.5	18.8
Operating expenses:			
Other purchases and external charges	11	(35.1)	(30.5)
Taxes, duties and similar payments		(0.1)	(0.1)
Salaries and social contributions		(0.1)	(0.1)
Amortisation, impairment and provisions	12	-	-
Other expenses		(0.7)	(0.7)
Total operating expenses		(36.0)	(31.4)
OPERATING RESULT		(14.5)	(12.6)
Financial income:			
Dividends received from investments		77.7	41.4
Interest income		0.8	-
Reversals of impairment and provisions		6.4	6.9
Gains on the sale of non-current financial assets		-	8.4
Total financial income		84.9	56.8
Financial expenses:			
Interest expenses		(27.5)	(25.7)
Losses on the sale of other financial assets		(6.4)	(3.7)
Impairment and provisions on financial items and amortisation of issuance costs		(1.2)	(9.0)
Total financial expenses		(35.1)	(38.4)
FINANCIAL RESULT	13	49.8	18.4
PROFIT ON ORDINARY ACTIVITIES BEFORE TAX		35.3	5.8
Net exceptional income/(expense)	14	-	-
Income tax	15	7.2	9.8
PROFIT FOR THE PERIOD		42.5	15.6

6.3 CHANGE IN SHAREHOLDERS' EQUITY

The share capital comprises 52,589,879 fully paid-up shares with a par value of €1.60.

The change in shareholders' equity breaks down as follows:

<i>At 31 March (in € millions, except number of shares)</i>	Number of shares	Share capital	Additional paid-in capital	Legal reserve	Retained earnings	Profit/(loss)	Total
At 31 March 2024	51,252,969	82.0	823.6	8.2	185.8	175.8	1,275.5
Appropriation of earnings	-	-	-	-	175.8	(175.8)	-
Profit for the period	-	-	-	-	-	15.6	15.6
Dividend paid	-	-	-	-	(101.9)	-	(101.9)
Capital increase	907,322	1.5	59.5	-	-	-	60.9
At 31 March 2025	52,160,291	83.5	883.1	8.2	259.8	15.6	1,250.2
Appropriation of earnings	-	-	-	0.1	15.5	(15.6)	-
Profit for the period	-	-	-	-	-	42.5	42.5
Dividend paid	-	-	-	-	(77.9)	-	(77.9)
Capital increase	429,588	0.6	18.4	-	-	-	19.0
AT 31 MARCH 2026	52,589,879	84.1	901.5	8.3	197.4	42.5	1,233.9

The Shareholders' Meeting of 22 July 2025 approved the payment of an ordinary dividend of €1.50 per share in respect of the financial year ended 31 March 2025, comprising €1.00 in cash and €0.50 with the option to convert into shares. The distribution was made through the payment of €58.0 million in cash in October 2025 and the conversion of €19.0 million into shares, giving rise to the issue of 429,588 new shares.

<i>(In units)</i>	Number of shares at start of year	Increases	Decreases	Number of shares at end of year
Shares	52,160,291	429,588		52,589,879

<i>At 31 March (in € millions, except number of shares)</i>	Number of shares/ units	Par value	Comments / Rights granted
Ordinary shares	23,845,698	38.2	
Shares with double voting rights	28,744,181	46.1	
Shares with priority dividend	-	-	
Preferred shares	-	-	
Amortised shares	-	-	
AT 31 MARCH 2026	52,589,879	84.1	

6.4 STATEMENT OF CASH FLOWS

At 31 March (in € millions)	2026	2025
OPERATING ACTIVITIES		
Profit for the period	42.5	15.6
Amortisation	0.6	0.6
Increases/reversals of provisions (net)	0.6	(3.3)
Proceeds from sale of non-current assets	-	-
Cash flow	43.7	12.9
Change in working capital	2.6	5.7
Cash flows – operating activities	46.3	18.6
INVESTING ACTIVITIES		
Acquisitions of treasury shares	-	-
Changes in other non-current financial assets	-	-
Change in marketable securities	5.8	3.7
Cash flows – investing activities	5.8	3.7
FINANCING ACTIVITIES		
Capital increase and premiums	-	-
Dividend paid in cash	(58.8)	(41.0)
Long- and medium-term borrowings	200.0	50.0
Repayment of borrowings	(50.0)	(80.0)
Change in other financial debt	(142.6)	48.7
Arrangement fees on new borrowings	(0.7)	-
Cash flows – financing activities	(52.1)	(22.3)
Change in cash in the financial year	-	-
Cash and cash equivalents at the start of the financial year	-	-
Cash and cash equivalents at the close of the financial year	-	-

6.5 NOTES TO THE COMPANY FINANCIAL STATEMENTS

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KEY EVENTS OF THE PERIOD

During the year, Rémy Cointreau SA, the parent company of the Group, did not conduct any transactions of note. The company continued to assist its subsidiaries amidst particularly turbulent economic and geopolitical conditions.

NOTE 1 Accounting policies

The parent company annual financial statements were prepared in accordance with French laws and regulations and generally accepted accounting principles, including ANC Regulation on 2022-06 on the modernisation of financial statements.

Accounting conventions have been applied on a prudent basis and in accordance with the following basic assumptions:

- going concern;
- consistency of accounting policies from one financial period to the next;
- independence of financial periods.

The historical cost method was adopted as the basic method of accounting.

The measurement methods used for this financial year remain unchanged from the previous financial year.

The main accounting policies used are as follows:

- (i) non-current financial assets are measured at their acquisition cost or transfer value, less any provisions necessary to reduce them to their value in use. Value in use is determined using a number of criteria, including in particular net assets, unrealised capital gains and future earnings potential;
- (ii) receivables and liabilities are recorded at their nominal value. Any such items that are denominated in foreign currency are translated at the closing rate for the year. Where applicable, a provision for doubtful debts is recorded on receivables to cover any risk of non-collection;
- (iii) the difference arising from the revaluation of liabilities and receivables in foreign currencies at the closing exchange rate is recorded in the statement of financial position under foreign currency translation differences;
- (iv) the valuation of marketable securities is performed on the day of the acquisition for investments and using the FIFO method for disposals.

NOTE 2 Non-current assets

At 31 March (in € millions)	Value at the start of the financial year	Increase	Decrease	Value at year-end
Non-current financial assets - gross value:				
Equity investments and merger losses allocated	1,829.9	-	-	1,829.9
Treasury shares	1.7	-	-	1.7
TOTAL	1,831.6	-	-	1,831.6
Non-current financial assets - impairments:				
Equity investments and merger losses allocated	-	-	-	-
Treasury shares	(1.3)	(0.1)	-	(1.3)
TOTAL	(1.3)	(0.1)	-	(1.3)
Non-current financial assets - net value:	1,830.3	(0.1)	-	1,830.3

The breakdown of equity investments is presented in note 17.

At 31 March 2026, Rémy Cointreau held 9,732 of its own shares. These are reported as "Treasury shares" and were acquired in the

course of share buyback programmes carried out over several financial years. These shares are valued at each year-end at the average price for the last month of the financial year.

NOTE 3 Table of accounts receivable

At 31 March (in € millions)	Gross	Due in one year or less	Due after more than one year
Receivables recognised as non-current assets	-	-	-
Receivables recognised as current assets	145.1	112.0	33.1
Trade receivables	2.9	2.9	-
Other receivables	142.2	109.1	33.1
Prepaid expenses	0.2	0.2	-
TOTAL	145.4	112.3	33.1

Trade receivables stood at €2.9 million at 31 March 2026. All trade receivables are from other Group entities.

The amount of "Other receivables" due after more than one year is equal to the income receivable in relation to bonus share plans maturing in more than one year (note 6).

"Other receivables" break down as follows:

At 31 March (in € millions)	2026	2025
Income tax receivable	13.7	-
Current accounts with subsidiaries	88.8	-
VAT receivable	0.9	0.4
Income receivable	35.3	41.7
Other debtors	3.5	3.8
TOTAL	142.2	45.9

The "Income tax receivable" item totalled €13.7 million at 31 March 2026. This reflected the surplus of the advance tax paid by the tax consolidation group over the actual tax liability. This amount will be repaid when the final income tax position is settled in July 2026. The position at 31 March 2025 was a liability.

At 31 March 2026, the position on the financial current account with Financière Rémy Cointreau was €88.8 million receivable, mainly as a result of the new €200 million debt issue in October 2025. The position at the previous year-end was a liability of €57.1 million, which was disclosed within other financial debt (note 8).

The "Income receivable" item is equal to the valuation of the shares allocated to bonus share plans, which are classified under marketable

securities. The cost of these shares will be re-invoiced to the Group entities employing the plan beneficiaries at the end of the vesting period of each plan (note 6). An equal and opposite provision for expenses is also recognised (note 7).

The net change of €6.4 million relative to the previous year includes the effects of the bonus share plans that matured during the period, the re-estimate of the performance level achieved in relation to the ongoing plans, and the new plan introduced on 23 January 2026.

The "Other receivables" item mainly corresponds to intra-group re-invoicing. It has fallen by €0.3 million due to a decrease in year-end invoicing compared to the previous financial year.

NOTE 4 Marketable securities

The "Marketable securities" item represents the valuation of the treasury shares allocated to cover the bonus share plans currently in place, taking account of the performance criteria and service

conditions (note 6), i.e. 210,166 shares with a value of €35.4 million at 31 March 2026.

Both a receivable and a provision for charges have been recognised in respect of these shares (notes 3 and 7).

NOTE 5 Issuance costs of borrowings

The issuance costs of borrowings are recognised as deferred expenses when the debts are taken out and subsequently amortised over the term of the borrowings concerned.

These items will be realised as follows:

(in € millions)	Gross	Less than 1 year	More than 1 year
Issuance costs of borrowings	2.5	0.5	2.0

NOTE 6 Treasury shares and bonus share plans

At 31 March 2026, the Company directly and indirectly held 223,491 treasury shares, the cost of which is recorded in various items in the statement of financial position (2025: 274,471 shares). The change in number of shares breaks down as follows:

	Shares held directly		Total
	Other financial assets/ Treasury shares	Marketable securities	
Number at the beginning of the financial year	9,732	264,739	274,471
Maturity of the 2021-2025 Plan	-	(28,277)	(28,277)
Reallocation to cover the 2025 Plan	-	(22,703)	(22,703)
Number at year-end	9,732	213,759	223,491

The shares held directly come from share buyback programmes conducted in previous years.

	Shares held directly					
	Other financial assets/ Treasury shares		Marketable securities		Total	
	2026	2025	2026	2025	2026	2025
At 31 March (in € millions)						
Gross amount	1.7	1.7	35.9	41.7	37.6	43.4
Impairment	(1.3)	(1.2)	(0.5)	-	(1.8)	(1.2)
Carrying amount	0.4	0.5	35.4	41.7	35.8	42.1

The bonus share plans in progress as at 31 March 2025 break down as follows:

Date of allocation ⁽¹⁾	Plan no.	Vesting period	Minimum retention period	Rights initially granted	Value per right at grant date	Lapsed rights	Rights outstanding at 31 March 2026
31 March 2021	2021 - 2025	4.25 years	72,500	159.40	44,223	28,277	-
31 March 2021	2021 - 2030	9.25 years	72,500	159.40	50,890	-	21,610
13 January 2022	2022	4 years	35,310	199.20	12,607	22,703	-
12 January 2023	2023	4 years	40,913	167.00	15,118	-	25,795
11 January 2024	2024	4 years	65,840	95.60	19,110	-	46,730
23 January 2025	2025	4 years	104,990	54.25	24,720	-	80,270
31 March 2026	2026	3 years	86,430	36.88	-	-	86,430
TOTAL			478,483		166,668	50,980	260,835

(1) The grant date is the date of the Board of Directors meeting which decided the allocations under each plan.

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.

2021/2025 Plan: this plan expired on 22 July 2025. On that date, 55,550 rights remained in issue, of which only 28,277 were actually awarded due to the non-achievement of some of the performance targets. Under the rules of the plan, 50% of the maximum number of shares were to be awarded if current operating profit target for the 24/25 financial year was met in full, and 50% if the gross margin target for the same year was met in full. The performance criteria were 50.9% met. This plan was serviced entirely by shares held by Rémy Cointreau.

2021-2030 Plan: One-third of the maximum number of shares will be granted if the current operating profit reaches the target set for the 2029/2030 financial year. One-third of the maximum number of shares will be granted if the gross margin reaches the target set for the 2029/2030 financial year. One-third of the maximum number of shares will be granted if the CO₂ emission reduction percentage targets for Scopes 1 + 2 and Scope 3 within the SBTi boundary, in accordance with the GHG protocol, are met in the 2029/2030 financial year compared to the 2020/21 base year. As at the reporting date, the plan was expected to be serviced entirely by the delivery of shares held by Rémy Cointreau.

2022 Plan: this plan expired on 13 January 2026. On that date, 27,555 rights remained in issue, of which only 22,703 were actually awarded due to the non-achievement of some of the performance targets. In accordance with the rules of this plan, 50% of the number of shares actually awarded was based on achievement of the current operating profit targets set for the financial years 2021/2022 to 2024/2025, and 50% was based on achievement of the CO₂ emissions target for Rémy Cointreau set for the 2024/2025 financial year on the basis of scope 1 and 2 emissions as defined under the Greenhouse Gas Protocol, taking the 1.5°C scenario into account. The performance criteria were 82.4% met. This plan was serviced entirely by shares held by Rémy Cointreau.

2023 Plan: 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 2022/2023 to 2025/2026). 50% of the maximum number of shares will be allocated if the CO₂ emission target of the fiscal year 25/26 expressed in tCO₂ equivalent, as measured by an independent auditor, considering the 1.5°C scenario for scope 3 of the SBTi perimeter, is achieved. As at the reporting date, the plan was expected to be serviced entirely by the delivery of shares held by Rémy Cointreau.

2024 Plan: 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 2023/2024 to 2026/2027). 50% of the maximum number of shares will be granted if the level of greenhouse gas emissions (in tonnes of CO₂ equivalent) in the 2026/2027 financial year is between -5% and +5% of the level in 2020/2021. This target covers the whole of the Group's greenhouse gas emissions (scopes 1, 2 and 3) as defined under the GHG Protocol and is measured by an independent firm. As at the reporting date, the plan was expected to be serviced entirely by the delivery of shares held by Rémy Cointreau.

2025 Plan: 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 2024/2025 to 2026/2027). 50% of the maximum number of shares will be granted if the level of greenhouse gas emissions (in tonnes of CO₂ equivalent) in the 2027/2028 financial year is between -10% and +10% of the level in 2020/2021. This target covers the whole of the Group's greenhouse gas emissions (scopes 1, 2 and 3) as defined under the GHG Protocol and is measured by an independent firm. As at the reporting date, the plan was expected to be serviced entirely by the delivery of shares held by Rémy Cointreau.

2026 Plan: One-third of the maximum number of shares will be granted if the current operating profit reaches the target of 10.3% growth (over the financial years from 2025/2026 to 2027/2028). One-third of the maximum number of shares will be granted if cash generation in absolute terms reaches the target of €54 million to €66 million set over two financial years (2025/2026 and 2027/2028). The remaining one-third will be granted if the eco-packaging production rate reaches the target of 86%. As at the reporting date, the plan was expected to be serviced entirely by the delivery of shares held by Rémy Cointreau.

NOTE 7 Provision for liabilities and charges

The "Provision for liabilities and charges" item is entirely made up of the provision for charges incurred under the bonus share plans currently in progress (note 6). This provision depends on the estimated number of shares that would be granted on the basis of the performance criteria and service conditions of each plan in progress.

A receivable is recognised for the same amount, as the cost will be recharged to the Group entities that employ the beneficiaries of the plans (note 3).

At 31 March (in € millions)	Provision for charges
Opening balance	41.7
Increases: charges during the period	14.5
Decreases: utilisation during the period	(6.0)
Decreases: reversals during the period	(14.9)
CLOSING BALANCE	35.3

NOTE 8 Table of accounts payable

Maturity table of accounts payable at the year-end:

At 31 March (in € millions)	Gross	Due in one year or less	Due in more than one year but no more than five years	Due in more than five years
Borrowings and similar liabilities	695.8	35.8	355.0	305.0
Trade payables	6.6	6.6	-	-
Other payables	42.0	42.0	-	-
Deferred income	-	-	-	-
TOTAL	744.4	84.4	355.0	305.00

Borrowings and financial debt break down as follows:

At 31 March (in € millions)	2026	2025
Convertible bonds (OCEANE) (note 8.1)	21.5	21.5
Private bond placement (note 8.2)	380.0	380.0
Bilateral loan (note 8.3)	80.0	80.0
Private Schuldschein placement (note 8.4)	200.0	-
Accrued interest	14.3	11.0
TOTAL BORROWINGS	695.8	492.5
Syndicated loan (note 8.5)	-	50.0
Other financial debt (note 8.6)	-	57.1
Accrued interest	-	0.0
TOTAL	695.8	599.6

The change in financial debt of €96.2 million is mainly due to:

- the new €200 million Schuldschein issue;
- repayment of the €50 million drawn on the syndicated loan;

- the change in the current account position with Financière Rémy Cointreau, from a liability of €57.1 million at 31 March 2025 to a receivable of €88.8 million (note 3).

The maturity of these borrowings and debts is as follows:

At 31 March (in € millions)	Gross	Less than 1 year	1 to 5 years	More than 5 years
Convertible bonds (OCEANE) (note 8.1)	21.5	21.5	-	-
Private bond placement (note 8.2)	380.0	-	75.0	305.0
Bilateral loan (note 8.3)	80.0	-	80.0	-
Private Schuldschein placement (note 8.4)	200.0	-	200.0	-
Syndicated loan (note 8.5)	-	-	-	-
Other financial debt (note 8.6)	-	-	-	-
Accrued interest	14.4	14.4	--	
TOTAL	695.8	35.8	355.0	305.0

Note 8.1 Convertible bonds (OCEANE)

On 7 September 2016, by way 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" bonds), with a maturity date of 7 September 2026 and a nominal amount of €275.0 million, comprising 2,484,191 OCEANES with a par value of €110.70 each.

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

At the date of issue, the unit par value of the OCEANE bonds incorporated an issue premium of 40% based on the reference price of the Company's shares on the Euronext Paris regulated market.

Holders of OCEANES have a right to the allocation of new and/or existing Rémy Cointreau shares, at an initial conversion ratio of one share for one OCEANE. In accordance with the terms and conditions of the bonds, this ratio was subsequently adjusted. It was 1.036 shares per bond at 31 March 2026. This right to the allocation of shares is exercisable from 7 September 2023, or in the event of an early conversion condition being met.

No requests for the conversion of bonds were made during the reporting period. In total, 92.2% of the bonds have been converted.

At 31 March 2026, 194,095 OCEANE bonds remained outstanding, with a nominal value of €21.5 million.

Note 8.2 Private bond placement

On 28 September 2023, Rémy Cointreau completed a bond issue private placement of €380 million, with maturities of 7, 10 and 12 years, with a weighted average coupon of 5.58%. The bonds were subscribed by a selection of international institutional investors.

Note 8.3 Bilateral loan

On 4 November 2021, Rémy Cointreau signed a loan agreement for €80 million. This seven-year loan, repayable at maturity, bears

interest at a nominal annual rate of 0.60%, payable annually in arrears on 10 November each year.

The availability of this loan is contingent on the A ratio (see Syndicated loan) being less than or equal to 4 on 30 September and on 31 March of each financial year until maturity.

Note 8.4 Private Schuldschein placement

On 20 October 2025, Rémy Cointreau borrowed €200.0 million in the form of a private Schuldschein placement, divided into two tranches of 3 and 5 years respectively. The majority of the bonds were issued at a floating interest rate (indexed to 6-month Euribor), with the remainder at fixed interest of 3.61% for the 3-year tranche and 3.81% for the 5-year tranche. Interest is payable on a semi-annual basis, falling due on 20 April and 20 October each year.

Note 8.5 Syndicated loan

On 29 March 2024, Rémy Cointreau signed a syndicated loan agreement for €180 million with a pool of banking groups, maturing on 29 March 2029 with an optional 2-year extension. In March 2026, by agreement with the lending pool, the syndicated loan was extended by a year for the second time. It now has a total lifetime of 7 years, maturing on 29 March 2031.

Amounts drawn down bear interest at EURIBOR plus a margin of 75 bps to 130 bps, depending on the Group's debt rating.

The availability of these borrowings is contingent on a financial ratio (the so-called "A ratio") which must be less than or equal to 4.0 at 30 September and 31 March of each year until maturity.

At 31 March 2026, the A ratio was 3.22 (September 2025: 2.96; March 2025: 2.40). No drawings had been made on the syndicated loan facility at 31 March 2026.

Note 8.6 Other financial debt

This item represents the balance of the financial current account with Financière Rémy Cointreau under an intra-Group agreement. The corresponding position at 31 March 2026 was a receivable.

NOTE 9 Trade and other payables

Trade payables stood at €6.6 million, of which €5.8 million was payable to other Group entities.

Other payables breaks down as follows:

At 31 March (in € millions)	2026	2025
Tax and social security liabilities	0.5	1.1
Tax group balance	23.5	21.4
Tax consolidation payable	17.0	3.4
Amounts payable to customers, credit notes to be issued	0.3	0.9
Other creditors	0.7	0.7
TOTAL	42.0	27.5

The "Tax group balance" item represents the theoretical tax associated with the carried-forward tax losses of the companies included in the tax consolidation group. The increase in this item over the year essentially results from new losses incurred by the subsidiaries concerned.

The "Tax consolidation payable" of €17.0 million at 31 March 2026 is equal to the difference between the annual corporate income tax for the companies in the tax group (€13.3 million) and the amount of advances paid during the financial year by the subsidiaries to the parent company (€30.3 million). The overpaid advances will be repaid when the final income tax position is settled in July.

Trade and other payables fall due as follows:

At 31 March (in € millions)	Gross	Less than 1 year
Trade payables	6.6	6.6
Other payables	42.0	42.0
TOTAL	48.6	48.6

NOTE 10 Operating revenue

Operating revenue derives from services invoiced to Rémy Cointreau Group subsidiaries. The total amount of such services was €21.5 million, of which €9.7 million was billed to French companies and €11.8 million to foreign companies.

NOTE 11 Other purchases and external charges

At 31 March (in € millions)	2026	2025
Services provided	(33.5)	(28.5)
Fees and commissions	(1.1)	(1.4)
Banking and similar services	(0.3)	(0.3)
Contributions	(0.3)	(0.3)
TOTAL	(35.1)	(30.5)

NOTE 12 Financial result

At 31 March (in € millions)	2026	2025
Dividends received from investments	77.7	41.4
<i>Income and expenses related to treasury shares and bonus share plans:</i>		
Gains on the sale of other financial assets	-	8.4
Losses on the sale of other financial assets	(6.4)	(3.7)
Reversals of amortisation and provisions on financial items	6.4	6.9
Increases to impairments and provisions on financial items	(0.6)	(8.4)
Subtotal	(0.6)	3.3
Net interest	(26.7)	(25.7)
Amortisation/reversals of issuance costs of borrowings (note 5)	(0.6)	(0.6)
TOTAL	49.8	18.4

The upward movement in the financial result is mainly due to the large increase in dividends received from subsidiaries. Details of dividends received from subsidiaries are provided in note 17.

The total impact of income and expenses relation to treasury shares and bonus share plans (note 6) was €-0.6 million for the year,

reflecting the decline in value of the treasury shares and marketable securities recognised in the period.

Net interest increased by €1.0 million, reflecting the increase in the cost of the borrowings described in note 8.

NOTE 13 Net exceptional income/(expense)

The company incurred no exceptional income or expenses in the year ended 31 March 2026.

NOTE 14 Income tax

Rémy Cointreau elected to form a tax group with effect from 1 April 1993 in accordance with the tax consolidation scheme for groups of companies under Article 223A of the French General Tax Code.

The main terms and conditions governing tax consolidation agreements are as follows:

- the taxable income from consolidated companies is determined as if they were taxed separately;
- tax savings resulting from the use of losses from Group companies are only provisional because the subsidiaries themselves may still make use of them. Therefore, these provisional savings are booked as payables to the subsidiaries in question;
- Rémy Cointreau SA is solely responsible for paying any additional tax that may arise when a company leaves the tax group.

This arrangement covers all the Group's French subsidiaries as long as they comply with the conditions set out in the French General Tax Code.

For the financial year ended 31 March 2026, Rémy Cointreau SA, as the "parent" of the tax consolidation group, recorded tax income of €7.2 million, representing the difference between the sum of the income tax charges of the tax-consolidated entities (€13.4 million) and the consolidated income tax expense of the tax group (€6.2 million).

An expense of €2.5 million was recognised in the year ended 31 March 2026 in relation to the exceptional surtax on the profits of large companies imposed by the 2025 Finance Act. This amount is the sum of the amounts assessable on the profits for the year ended 31 March 2025 (€2.3 million) and the year ended 31 March 2026 (€0.2 million). An advance payment of €3.0 million was paid in March 2026. The overpayment of €0.5 million will be repaid when the final income tax position is settled in July 2026.

Increase and reduction in future tax liabilities

The Company has no material temporary differences in the calculation of its taxable income.

NOTE 15 Off-balance sheet commitments

Financial commitments

At 31 March, type of transaction (in € millions)	Amount of risks and rewards expected from the transaction	Guarantees granted	Other information
Sureties (mainly customs bonds and various loan guarantees) on behalf of direct and indirect subsidiaries		30.5	-

Contingent liabilities relating to asset disposals

In the course of disposal transactions, guarantees in respect of liabilities are generally granted to the buyers for 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 covered until such liabilities lapse under the statute of limitations.

At 31 March 2026, no guarantees were outstanding.

NOTE 16 Other information

Compensation of corporate officers

At the Shareholders' Meeting of 22 July 2025, the overall amount of directors' fees allocated to members of the Board of Directors was set at €700 thousand for the current financial year. During the financial year, compensation paid amounted to €656 thousand.

Statutory Auditors' fees

The amount of Statutory Auditors' fees shown in the income statement for the financial year is €613.8 thousand (excl. VAT). This essentially concerns the audit of Rémy Cointreau SA's company and consolidated financial statements. Non-audit services mainly concern the limited assurance engagement on the sustainability report.

At 31 March (in € thousands)	PricewaterhouseCoopers Audit	Forvis Mazars	ACA Nexia	Total
Audit services	281.3	242.5	-	523.8
Non-audit services	-	-	90.0	90.0
TOTAL	281.3	242.5	90.0	613.8

Identity of the consolidating company

Rémy Cointreau's accounts are included, using the full consolidation method, in the consolidated accounts of the Andromède Group – Siren 310 072 194, 25 rue Balzac, 75008, Paris, France.

NOTE 17 List of subsidiaries and equity investments as at 31 March 2026

<i>At 31 March, in thousands</i>	Currency	Capital (currency)	Equity excluding capital (currency)	Share capital held	Gross amount of the securities held	Merger loss on securities held	Total value of securities held	Provisions on securities	Dividends received	Prior-year revenue	Profit/ (loss) after tax
A) French companies											
E. Rémy Martin & C°	EUR	286,715	919,422	100	661,698	18,969	680,667	-	15,929	272,504	27,948
Cointreau	EUR	4,037	76,199	100	89,103	13,407	102,510	-	20,185	97,900	15,042
Rémy Cointreau Services	EUR	1,114,805	72,572	93	1,046,700	-	1,046,700	-	41,616	19	(43,263)
TOTAL GROSS VALUE					1,797,500	32,376	1,829,877	-	77,729		
B) Foreign companies											
Other foreign subsidiaries	EUR	-	-	-	3	-	3	2	-	-	-
Total gross value	EUR	-	-	-	3	-	3	2	-	-	-
Total gross value (A+B)					1,797,503	32,376	1,829,880	2			
Total carrying amount					1,797,501	32,376	1,829,878				

NOTE 18 Events after the reporting period

There are no events after the reporting period to be mentioned in respect of Rémy Cointreau SA.

6.6 STATUTORY AUDITORS' REPORT ON THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders,

OPINION

In compliance with the engagement entrusted to us by your Shareholders' Meeting, we have audited the accompanying financial statements of Rémy Cointreau for the year ended 31 March 2026.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company at

31 March 2026 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

BASIS FOR OPINION

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the financial statements" section of our report.

Independence

We conducted our audit engagement in compliance with the independence rules provided for in the French Commercial Code (Code de commerce) and the French Code of Ethics (Code de déontologie) for Statutory Auditors for the period from 1 April 2025 to the date of our report, and, in particular, we did not provide any non-audit services prohibited by Article 5(1) of Regulation (EU) No. 537/2014.

JUSTIFICATION OF ASSESSMENTS – KEY AUDIT MATTERS

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgement, were the most significant in our audit of the financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the financial statements.

Measurement of equity investments (Notes 1, 2 and 17 to the financial statements)

Description of risk

At 31 March 2026, the carrying amount of equity investments and merger losses recognised in the balance sheet was €1,829.9 million,

representing around 90.9% of total assets. They are recognised at their acquisition cost or transfer value.

As indicated in Note 1 "Accounting policies" to the financial statements, the recoverable amount is assessed using a number of criteria, including net asset value, unrealised capital gains and the future earnings potential of the subsidiary concerned.

Given the materiality of equity investments in the balance sheet and the significant judgement exercised by management to estimate the recoverable amount, we deemed the measurement of the recoverable amount of equity investments to be a key audit matter.

How our audit addressed this risk

Based on the information provided to us, our work consisted primarily in:

- assessing the process implemented by the Company to determine the recoverable amount of equity investments;

- verifying that the criteria applied by management to determine the recoverable amount are appropriate and that any impairment calculated based on those values is correct;
- when the value in use is determined on the basis of the Company's share in the underlying net assets, verifying that the equity values used are consistent with the financial statements of the entities valued;
- when the value in use is derived from discounted cash flow method (DCF), assessing (i) the consistency of the projected future cash

flows with the estimates presented to the Board of Directors during the budget process, historical results and the economic and financial environment on the different markets in which the entities are operated; (ii) the discount rates applied, by comparing their inputs with external references;

- assessing the appropriateness of the information provided in the notes to the financial statements.

SPECIFIC VERIFICATIONS

In accordance with professional standards applicable in France, we have also performed the specific verifications required by French legal and regulatory provisions.

Information given in the management report and in the other documents provided to the shareholders with respect to the Company's financial position and the financial statements

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Board of Directors' management report and in the other documents provided to the shareholders with respect to the Company's financial position and the financial statements.

We attest to the fair presentation and the consistency with the financial statements of the information about payment terms referred to in Article D. 441-6 of the French Commercial Code.

Report on corporate governance

We attest that the corporate governance section of the Board of Directors' report sets out the information required by Articles L. 225-37-4, L. 22-10-10 and L. 22-10-9 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L. 22-10-9 of the French Commercial Code relating to remuneration and benefits paid or awarded to corporate officers and any other commitments made in their favour, we have verified its consistency with the financial statements or with the underlying information used to prepare these financial statements, and, where applicable, with the information obtained by the Company from controlled companies within its scope of consolidation. Based on this work, we attest to the accuracy and fair presentation of this information.

Concerning the information given in accordance with the requirements of Article L. 22-10-11 of the French Commercial Code relating to those items the Company has deemed liable to have an impact in the event of a takeover bid or exchange offer, we have verified its consistency with the underlying documents that were disclosed to us. Based on this work, we have no matters to report with regard to this information.

Other information

In accordance with French law, we have verified that the required information concerning the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

OTHER VERIFICATIONS AND INFORMATION PURSUANT TO LEGAL AND REGULATORY REQUIREMENTS

Presentation of the financial statements to be included in the annual financial report

In accordance with professional standards applicable to the Statutory Auditors' procedures for annual and consolidated financial statements presented according to the European single electronic reporting format, we have verified that the presentation of the consolidated financial statements to be included in the annual financial report referred to in paragraph I of Article L. 451-1-2 of the French Monetary and Financial Code (*Code monétaire et financier*) and prepared under the Chief Executive Officer's responsibility, complies

with this format, as defined by European Delegated Regulation No. 2019/815 of 17 December 2018.

On the basis of our work, we conclude that the presentation of the financial statements to be included in the annual financial report complies, in all material respects, with the European single electronic reporting format.

It is not our responsibility to ensure that the financial statements to be included by the Company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

APPOINTMENT OF THE STATUTORY AUDITORS

We were appointed Statutory Auditors of Rémy Cointreau by the Shareholders' Meetings held on 23 July 2020 for Forvis Mazars and on 24 July 2018 for PricewaterhouseCoopers Audit.

At 31 March 2026, Forvis Mazars and PricewaterhouseCoopers Audit were in the sixth and eighth consecutive year of their engagement, respectively.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

Management is responsible for preparing financial statements giving a true and fair view in accordance with French accounting principles, and for implementing the internal control procedures it deems necessary for the preparation of financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using

the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems relating to accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

RESPONSIBILITIES OF THE STATUTORY AUDITORS RELATING TO THE AUDIT OF THE FINANCIAL STATEMENTS

Objective and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these financial statements.

As specified in Article L. 821-55 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgement throughout the audit.

They also:

- identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and the related disclosures in the notes to the financial statements;
- assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;
- evaluate the overall presentation of the financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee which includes, in particular, a description of the scope of the audit and the audit programme implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgement, were of most significance in the audit of the financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our

independence within the meaning of the rules applicable in France, as defined in particular in Articles L. 821-27 to L. 821-34 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit Committee.

The Statutory Auditors

Forvis Mazars

Levallois-Perret, 25 June 2026

Jérôme de Pastors

Partner

PricewaterhouseCoopers Audit

Neuilly-sur-Seine, 25 June 2026

Amélie Wattel

Partner

6.7 FINANCIAL RESULTS OF THE PAST FIVE YEARS

At 31 March (in € millions, except number of shares)	2026	2025	2024	2023	2022
1. Share capital at year-end					
Share capital	84.1	83.5	82.0	81.3	81.8
Number of shares in circulation	52,589,879	52,160,291	51,252,969	50,785,696	51,152,502
Maximum number of shares to be created through the conversion of bonds		-		-	-
2. Operations and results for the financial year					
Sales (excluding taxes)	21.5	18.8	18.5	25.1	22.7
Profit before tax, amortisation and provisions	30.1	7.9	175.5	153.4	168.1
Income tax	7.2	9.8	6.1	5.5	6.6
Profit after tax, amortisation and provisions	42.5	15.6	175.8	154.2	155.4
Dividends	52.6	78.2	102.5	152.4	145.8
3. Earnings per share (in €)					
Profit after tax, but before amortisation and provisions	0.71	0.34	3.54	3.12	3.42
Profit after tax, amortisation and provisions	0.81	0.30	3.43	3.04	3.04
Net dividend distributed per share ⁽¹⁾	1.00	1.50	2.00	3.00	2.85
4. Employees					
Number of employees		-		-	-
Total payroll		-		-	-
Amount paid in employee benefits		-		-	-
Profit sharing (included in total payroll)		-		-	-

(1) For 2026, subject to approval of the Ordinary Shareholders' Meeting.



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SHARE CAPITAL AND SHAREHOLDING STRUCTURE

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7.1 GENERAL INFORMATION ABOUT THE SHARE CAPITAL

7.1.1 AMOUNT OF CAPITAL

At 31 March 2026, the share capital amounted to €84,143,806.40, divided into 52,589,879 shares, with a par value of €1.60 each, all in the same class, fully paid up and comprising 81,110,569 voting rights.

Details of the Company's shareholders are provided in the "Share capital and shareholding structure" chapter of the integrated report and in section 7.2 below.

Form of the shares: fully subscribed and paid up shares are in registered or bearer form, as decided by the shareholder.

7.1.2 CHANGES TO THE SHARE CAPITAL AND SHAREHOLDERS' RIGHTS

The share capital can be changed as permitted by law. It may be increased by a decision taken at an Extraordinary Shareholders' Meeting. However, where a capital increase is carried out by capitalising reserves, profits or share premiums, the relevant Extraordinary Shareholders' Meeting which decides such an increase, rules under the quorum and majority conditions required for Ordinary Shareholders' Meetings.

Shareholders' Meeting, which sets the terms governing new issues, with the exception of resolutions relating to bonus share or stock option awards, which are granted for a period of 38 months.

The Extraordinary Shareholders' Meeting may decide to reduce the share capital, particularly by way of repurchase of shares or reduction in their nominal value or by reduction in the number of shares in accordance with legal provisions.

Delegations for capital increases are granted to the Board of Directors for a period of 26 months by the Extraordinary

The share capital may also be written down in accordance with the law.

CHANGES IN THE SHARE CAPITAL OVER THE PAST 5 YEARS

Dates	Type of transaction	Number of shares created or cancelled	Capital (in €)	Premiums (in €)	Accumulated capital (in €)	Number of shares in the share capital
23/09/2021	"My Rémy Cointreau" France employee shareholding plan	23,457	37,531.20	3,147,929.40	80,842,500.80	50,526,563
24/11/2021	Conversions of OCEANE bonds into shares	1,323,822	2,118,115.20	143,079,436.48	82,960,616.00	51,850,385
13/01/2022	Conversions of OCEANE bonds into shares	20,473	32,756.80	2,208,918.20	82,993,372.80	51,870,858
13/01/2022	Capital reduction by cancellation of treasury shares	(750,000)	(1,200,000)	(129,236,734.44)	81,793,372.80	51,120,858
31/03/2022	Conversions of OCEANE bonds into shares	31,644	50,630.40	3,414,279.60	81,844,003.20	51,152,502
21/07/2022	Conversions of OCEANE bonds into shares	397,993	636,788.80	42,942,148.10	82,480,792.00	51,550,495
22/09/2022	Payment of dividend in shares	223,147	357,035.20	34,391,415.60	82,837,827.20	51,773,642
27/10/2022	"My Rémy Cointreau" international employee shareholding plan	12,054	19,286.40	1,785,559.02	82,857,113.60	51,785,696
13/01/2023	Capital reduction by cancellation of treasury shares	(1,000,000)	(1,600,000)	(162,931,775.24)	81,257,113.60	50,785,696
20/07/2023	Conversions of OCEANE bonds into shares	70,875	113,400.00	7,593,755.40	81,370,513.60	50,856,571
20/09/2023	Conversions of OCEANE bonds into shares	381,282	610,051.20	40,851,858.90	81,980,564.80	51,237,853
29/11/2023	Conversions of OCEANE bonds into shares	15,116	24,185.60	1,600,447.60	82,004,750.40	51,252,969
25/09/2024	Payment of dividend in shares	907,322	1,451,715.20	59,484,030.30	83,456,465.60	52,160,291
25/09/2025	Payment of dividend in shares	429,588	687,340.80	18,356,295.24	84,143,806.40	52,589,879

7.1.3 AUTHORISED CAPITAL NOT ISSUED (DELEGATIONS FOR CAPITAL INCREASES)

Overall authorisations for capital increases

The Shareholders' Meeting of 18 July 2024 (twenty-first to twenty-eighth resolutions inclusive) authorised the Board of Directors to carry out various financial transactions to increase the Company's share capital with or without preferential subscription rights for a period of 26 months.

To date, these authorisations have not been used and are summarised in the table below.

The Annual Shareholders' Meeting called to approve the financial statements for the financial year ended 31 March 2026 will be asked to renew these authorisations.

Authorisation to issue securities potentially giving access to the share capital

Bonus shares to employees and certain corporate officers

The Combined Shareholders' Meeting of 18 July 2024 (in its thirtieth resolution) authorised the Board of Directors, for a period of 38

months (i.e. until 18 September 2027), in accordance with the provisions of Articles L. 225-197-1 et seq., L. 22-10-59 and L. 22-10-60 of the French Commercial Code, to grant, on one or more occasions, for the benefit of employees of the Company or related companies within the meaning of Article L. 225-197-2 of the French Commercial Code or certain categories thereof as well as corporate officers defined by law, bonus shares, whether existing or to be issued, subject to the statutory trading restriction periods.

On 31 March 2026, the Board of Directors approved, on the advice of the Nomination and Remuneration Committee, a performance incentive plan with 86,430 shares (including 10,000 for the Chief Executive Officer), which could reach 108,038 shares in the event of a maximum allocation of 125%.

Details of the previous plans granted and outstanding shares appear in note **10.3** to the consolidated financial statements in section 5.6.

TABLE SUMMARISING THE AUTHORISATIONS CURRENTLY IN FORCE GRANTED TO THE BOARD OF DIRECTORS IN RESPECT OF CAPITAL INCREASES OR ISSUES OF SECURITIES POTENTIALLY GIVING ACCESS TO THE SHARE CAPITAL

Description of the authorisation	Date of the Shareholders' Meeting and resolution No.	Nominal amount of the authorisation	Validity period of the authorisation	Use made of authorisation during the financial year
Issue of shares and/or marketable securities giving access to share capital and/or marketable securities granting entitlement to the allocation of debt securities, with preferential subscription rights	18 July 2024 No. 21	■ €20,000,000 capital increase ■ €500,000,000 in debt securities	26 months	None
Issue of shares and/or marketable securities giving access to the share capital without preferential subscription rights and/or the issue of marketable securities granting entitlement to the allocation of debt securities without preferential subscription rights:	18 July 2024 No. 22 No. 23	■ €15,000,000 capital increase ■ €500,000,000 in debt securities	26 months	None
■ by way of a public offering; ■ through private placements.				
Increase in the number of shares to be issued in the event of over-subscription	18 July 2024 No. 24	limited to 15% of the initial issue	26 months	None
Issue of shares, securities or marketable securities freely setting the issue price	18 July 2024 No. 25	limited to 10% of the share capital	26 months	None
Capital increase in consideration for contributions of securities in the event of public exchange offer	18 July 2024 No. 26	€15,000,000	26 months	None
Capital increase in consideration for contributions in kind	18 July 2024 No. 27	limited to 10% of the share capital	26 months	None
Capital increase by capitalising reserves, profits or premiums	18 July 2024 No. 28	€20,000,000	26 months	None
Capital increase reserved for employees of the Company or affiliated companies, without preferential subscription rights	18 July 2024 No. 29	€1,500,000	18 months	None
Grant of bonus shares existing or to be issued for the benefit of employees and Executive Directors	18 July 2024 No. 30	limited to 2% of the share capital (excluding Executive Directors), 0.2% of the share capital (Executive Directors) (1)	38 months	Potential award of 86,430 shares (or a maximum of 108,038 shares)

(1) Deducted from the ceiling provided for in the 22nd resolution of the Shareholders' Meeting of 18 July 2024.

The maximum nominal amount for immediate or future share capital increases that may be carried out under the authorisations to be granted is:

(i) €20 million (i.e. 23.77% of the share capital to date) with maintenance of preferential subscription rights;

(ii) €15 million (i.e. 17.83% of the share capital to date) without preferential subscription rights.

The par value of the debt securities that may be issued under these authorisations (including through issues of convertible, exchangeable or repayable bonds) is €500 million.

Non-equity securities

Rémy Cointreau issued an €80.0 million bond in the form of a private placement with a leading European insurer. This loan was repaid on 27 February 2025.

On 7 September 2016, by way of a private placement with institutional investors, the Group issued €275 million of convertible bonds exchangeable into new and/or existing shares ("OCEANE" bonds) with a ten-year term.

Holders of OCEANE bonds have a right to the allocation of new and/or existing Company shares, at the rate of an initial conversion ratio of one share for one OCEANE bond, subject to subsequent adjustments. During the 2025/2026 financial year, no outstanding OCEANE bond was subject to a request for conversion into Rémy Cointreau shares.

In the event that all outstanding OCEANE bonds are converted, 201,082 new shares would be issued, i.e. approximately 0.38% of the share capital.

On 28 September 2023, Rémy Cointreau carried out a €380 million private placement of unlisted, unrated bonds with 7, 10 and 12-year maturities (average maturity: 10 years) at a weighted average coupon rate of 5.58%.

On 2 July 2018, Rémy Cointreau signed a new syndicated loan of €100 million with a pool of banking groups. This loan, which was due to mature on 2 July 2025, was repaid early on 29 March 2024. It was replaced by a new syndicated loan of €180 million, maturing on 29 March 2029 with an optional 2-year extension. No drawings had been made on this facility at 31 March 2026.

On 20 October 2025, Rémy Cointreau completed its first Schuldschein-type private placement, for a total of €200 million. The bonds are divided into a three-year and a five-year tranche; the average maturity is thus around four years. The majority of the debt was issued at a floating interest rate (indexed to 6-month Euribor).

The features of these transactions are described in the notes to the consolidated financial statements and the notes to the company financial statements of Rémy Cointreau for the 2025/2026 financial year.

7.1.4 AUTHORISATION TO TRADE IN COMPANY SHARES

Share buyback programme

The Combined Shareholders' Meeting of Rémy Cointreau of 22 July 2025, in its seventeenth resolution, authorised the Board of Directors to buy or sell Company shares, for a period of 18 months, at a maximum price of €350, up to a limit of 10% of the share capital, i.e. 4,941,588 shares, net of treasury shares. The maximum amount that

the Company was liable to pay based on this number of shares was €1,729,545,335.

This authorisation was not used during the financial year.

The Annual Shareholders' Meeting called to approve the financial statements for the financial year ended 31 March 2026 will be asked to renew this authorisation, under the conditions described below.

The table below summarises the purpose of the transactions carried out **during the period from 1 April 2025 to 31 March 2026**:

	Average price	
Percentage of the share capital held as treasury shares directly and indirectly at the start of the financial year	0.53%	
Number of shares held at the start of the financial year	274,471	
Number of shares purchased since the start of the financial year		
■ under the liquidity contract	n/a	n/a
■ as part of the implementation of the share buyback programme	n/a	n/a
Number of shares sold since the start of the financial year under the liquidity contract	n/a	n/a
Number of shares transferred since the start of the financial year:		
■ actual granting of bonus shares	22,703	
Number of shares cancelled since the start of the financial year	n/a	
Number of shares held on 31 March 2026 :	0.42%	
■ as part of the 2020-2021 share buyback programme	223,491	

Breakdown of equity securities held, by purpose

At 31 March 2026, the Company held 223,491 treasury shares with a par value of €1.60, i.e. 0.42% of the share capital, for a net carrying amount of €37,582,650.55, broken down as follows:

- 223,491 shares used for the allocation of bonus shares and resulting from the various buyback programmes that the Company was able to implement via various investment services providers and authorised by the Shareholders' Meeting of 23 July 2020.

Description of the main characteristics of the buyback programme submitted for approval at the Shareholders' Meeting of 21 July 2026 under the sixteenth resolution

- Securities affected: shares issued by Rémy Cointreau.
- Maximum percentage that may be purchased by the Company: 10% of shares comprising the share capital on the date of the purchases, net of treasury shares.
- Maximum number of treasury shares that may be purchased by the Company: 5,035,496 shares.
- Maximum unit price: €350, excluding purchase costs.
- Maximum amount that the Company would be liable to pay on this basis (excluding trading fees): €1,762,423,915

Purpose:

- to cancel shares acquired as part of a capital reduction, subject to the adoption of the twentieth resolution submitted to the Annual Shareholders' Meeting called to approve the financial statements for the financial year ended 31 March 2026;
- to deliver all or part of the shares acquired upon the exercise of the rights attached to marketable securities giving the right, by conversion, exercise, redemption or exchange or by any other

manner, to the allocation of Company shares pursuant to applicable regulations;

- to use all or part of the shares acquired to implement any stock option or bonus share grant plan to employees and/or corporate officers of the Company and/or companies related to it in accordance with the terms and conditions provided by law and carry out any transactions in order to provide the shares required under these plans, in accordance with the terms and conditions set by the law;
- to hold all or part of the shares acquired with a view to their subsequent exchange or use as payment in relation to acquisitions, contributions, mergers and demergers, in accordance with recognised market practices and pursuant to applicable regulations;
- to promote trading in the secondary market or to ensure liquidity in Rémy Cointreau shares via an independent investment services provider, under the terms of a liquidity agreement that complies with the market practices authorised by the AMF;
- and, more generally, to carry out any other transaction currently permitted or which may be permitted at a later time, by law or current regulations or the AMF.

Term of the programme: a maximum of eighteen (18) months from the Combined Shareholders' Meeting of 21 July 2026.

7.1.5 OUTSTANDING DERIVATIVES

None.

7.2 COMPANY OWNERSHIP AND STOCK MARKET INFORMATION

7.2.1 OWNERSHIP OF SHARE CAPITAL AND VOTING RIGHTS AT 31 MARCH 2026

At 31 March 2026, the share capital amounted to €84,143,806.40, divided into 52,589,879 shares with a par value of €1.60 each.

In accordance with Article L. 233-13 of the French Commercial Code, it is specified that as of 31 March 2026:

- Orpar held more than one-third of the share capital and more than 50% of the voting rights of the Company;
- RECOPART held over 15% of the share capital and close to 20% of the voting rights of the Company;
- Fine Champagne Investissements held more than 2% of the share capital and more than 2% of the voting rights.

See simplified shareholding structure at 31 March 2026 presented in the integrated report.

The employee savings plans represent less than 1% of the share capital of Rémy Cointreau (i.e. 98,000 shares held as part of the CLS Dynamisme savings plan, 30,511 shares held as part of the My Rémy Cointreau FCPE and 2,145 held directly by My Rémy Cointreau, i.e. a total of 130,656 shares representing 0.25% of the total). It is the only form of collective shareholding by Rémy Cointreau Group employees.

VOTING RIGHTS, NUMBER OF SHAREHOLDERS, INFORMATION ON SHAREHOLDERS HOLDING 1% OR MORE AND ON THE NATURE OF THEIR INVESTMENT, SHAREHOLDERS' AGREEMENT, CAPITAL HELD BY EMPLOYEES, TREASURY SHARES

Shareholders	Position at 31/03/2026			Position at 31/03/2025			Position at 31/03/2024		
	Number of shares	% of share capital	% of voting rights	Number of shares	% of share capital	% of voting rights	Number of shares	% of share capital	% of voting rights
Orpar	22,619,410	43.01	52.29	22,150,568	42.47	51.98	21,326,671	41.61	51.52
Récompart	7,908,224	15.04	19.05	7,820,021	14.99	19.08	7,593,878	14.82	19.00
SUB-TOTAL FAMILY SHAREHOLDERS	30,527,634	58.05	71.34	29,970,589	57.46	71.06	28,920,549	56.43	70.52
Fine Champagne Investissements	1,077,104	2.05	2.64	1,065,090	2.04	2.65	1,065,090	2.08	2.69
SUB-TOTAL SHAREHOLDERS ACTING IN CONCERT	31,604,738	60.10	73.98	31,035,679	59.50	73.71	29,985,639	58.51	73.21
Rémy Cointreau (treasury shares)	223,491	0.42	0.00	274,471	0.53	0.00	309,913	0.60	0.00
Employees (FCPE "My Rémy Cointreau")	30,511	0.06	0.04	30,579	0.06	0.04	30,990	0.06	0.04
Free float ⁽¹⁾	20,731,139	39.42	25.56	20,819,562	39.91	26.25	20,926,427	40.83	26.76
FIL Limited ⁽²⁾	5,210,814	9.91	6.42	4,861,773	9.32	6.04	-	-	-
Pzena Investment Management ⁽³⁾	1,629,413	3.10	2.01	-	-	-	-	-	-
Norges Bank Investment Management ⁽⁴⁾	964,914	1.84	1.19	-	-	-	-	-	-
Crédit Agricole/Amundi ⁽⁵⁾	810,111	1.54	1.00	-	-	-	-	-	-
M&G Group ⁽⁶⁾	546,047	1.04	0.67	-	-	-	-	-	-
TOTAL ⁽⁷⁾	52,589,879	100	100	52,160,291	100	100	51,252,969	100	100

Based on the declaration of crossing thresholds provided by law and by the Articles of Association (1% of the share capital and voting rights).

(1) Total shares held excluding those held by the shareholders acting in concert, treasury shares and those held by employees as part of the FCPE.

(2) Declaration of 12 June 2025.

(3) Declaration of 15 January 2026.

(4) Declaration of 17 February 2026.

(5) Declaration of 24 March 2026.

(6) Declaration of 06 January 2026.

(7) Total Group shares for all shareholders, including those holding less than 1% of the capital not mentioned in the table.

Double voting rights are granted to all fully paid-up shares that have been registered in the name of the same shareholder for at least 4 years. A total of 28,744,181 shares had double voting rights at 31 March 2026. The main shareholders, Orpar and Récompart, hold 27,339,872 shares with double voting rights.

Declarations of threshold crossing and/or intent

■ Sale of 1,500,000 Rémy Cointreau shares (AMF decision No. 213C0550 of 14 May 2013)

Andromède disclosed that, via the companies Orpar and Récompart which it controls, on 3 May 2013 it fell below the threshold of two-thirds of the voting rights and 50% of the share capital of Rémy Cointreau, and that it held, both directly and indirectly, 25,314,615 Rémy Cointreau shares representing 49,604,552 voting rights or 49.72% of the share capital and 65.74% of the voting rights of the Company. On this occasion, Orpar had individually fallen below the threshold of 50% of the voting rights in Rémy Cointreau. The thresholds were crossed following the sale by Orpar of 1,500,000 Rémy Cointreau shares as part of a private placement via accelerated book-building.

■ Shareholder agreement between *Fine Champagne Investissements*, *Andromède*, *Orpar* and *Récompart* (AMF decision No. 213C0586 of 23 May 2013).

Fine Champagne Investissements (FCI) declared that it had exceeded, on 13 May 2013, in concert with Andromède, Orpar and Récompart, the thresholds of 5%, 10%, 15%, 20%, 25%, 30%, one-third of the share capital and 50% of the voting rights of Rémy Cointreau and held, jointly, 25,385,619 Rémy Cointreau shares representing 49,675,982 voting rights, or 49.86% of the share capital, and 65.83% of the voting rights of this company.⁽¹⁾

The thresholds were crossed following the execution, on 13 May 2013, of a shareholders' agreement between the above-mentioned members acting in concert towards Rémy Cointreau.⁽²⁾

FCI also made a declaration of intent.

(1) On the basis of share capital consisting of 50,909,912 shares representing 75,460,124 voting rights, pursuant to the second subparagraph of Article 223-11 of the General Regulation.

(2) Note that the shareholders' agreement referred to above is included under D&I 213C0515 of 2 May 2013, the provisions of which are set out below.

■ **Rémy Cointreau shares received by Andromède as a result of a merger by absorption (AMF decision No. 213C0862 of 8 July 2013)**

Andromède, acting in concert with Récopart, Orpar and *Fine Champagne Investissements*, disclosed that on 28 June 2013, it had exceeded the thresholds of 50% of the share capital and two-thirds of the voting rights in Rémy Cointreau and that it held, directly and indirectly, via the companies Orpar and Récopart which it controls, 25,942,283 Rémy Cointreau shares representing 50,389,513 voting rights or 50.96% of the share capital and 66.78% of the voting rights. The thresholds were crossed following Andromède's merger by absorption of four companies that are shareholders of Andromède and controlled by the Hériard Dubreuil family, as a result of which Andromède received 556,877 Rémy Cointreau shares representing 713,957 voting rights, resulting from the universal transfer of assets from the absorbed companies. This merger by absorption had no effect on the control of Andromède.

■ **Rémy Cointreau shares received by FCI after exercising a purchase option (AMF decision No. 213C1167 of 2 August 2013)**

The concert party composed of the sociétés anonymes (French public limited companies) Andromède, Orpar and Récopart and the simplified limited company *Fine Champagne Investissements* (FCI) declared that on 31 July 2013, it had fallen below the threshold of two-thirds of the voting rights in Rémy Cointreau and held 25,942,283 Rémy Cointreau shares representing 49,395,460 voting rights, or 50.96% of the share capital and 66.33% of the voting rights in the Company.⁽¹⁾ On this occasion, Andromède, through Orpar and Récopart, both companies it controls, indirectly fell below the thresholds of 50% of the share capital and two-thirds of the voting rights in Rémy Cointreau.

The thresholds were crossed following the exercise, by FCI, of an undertaking to purchase 201,533 Orpar shares it held, which Orpar paid for by remittance to FCI of 994,053 shares in Rémy Cointreau, resulting in the loss of double voting rights attached to the aforementioned Rémy Cointreau shares.

■ **Cancellation of 1,150,000 Rémy Cointreau treasury shares (AMF decision No. 213C1783 of 22 November 2013)**

The concert party composed of the sociétés anonymes (French public limited companies) Andromède, Orpar and Récopart and the simplified limited company *Fine Champagne Investissements* ⁽²⁾ (FCI) declared that on 19 November 2013, it had exceeded the threshold of two-thirds of the voting rights in Rémy Cointreau and held 25,942,283 Rémy Cointreau shares representing 49,587,459 voting rights, i.e. 52.13% of the share capital and 67.46% of the voting rights in the Company. This threshold was crossed due to a reduction in the total number of shares and voting rights in Rémy Cointreau resulting from the cancellation of 1,150,000 Rémy Cointreau shares.

■ **Cancellation of 1,283,053 Rémy Cointreau treasury shares (AMF decision No. 214C0472 of 28 March 2014)**

The société anonyme (French public limited company) Andromède declared that on 25 March 2014, it had exceeded, directly and indirectly, through the companies Orpar and Récopart which it controls, the thresholds of two-thirds of the voting rights and 50% of the capital of Rémy Cointreau and that it held, directly and indirectly, 24,877,226 shares representing 48,522,402 voting rights, or 51.32% of the share capital and 67.14% of the voting rights in the Company.

This threshold was crossed due to a reduction in the total number of shares and voting rights in Rémy Cointreau resulting from the cancellation of 1,283,053 Rémy Cointreau shares.

The concert party composed of the sociétés anonymes (French public limited companies) Andromède, Orpar and Récopart and the simplified limited company *Fine Champagne Investissements* (FCI) had not crossed any threshold and at 25 March 2014, held 25,942,283 Rémy Cointreau shares representing 49,587,459 voting rights, or 53.51% of the share capital and 68.79% of the voting rights in the Company.

Exemptions from the obligation to file a draft public offer (AMF decision No. 215C0387 of 1 April 2015)

In its meeting of 31 March 2015, the AMF examined a request for exemptions to the obligation to file a draft public takeover offer on the shares of the société anonyme (French public limited company) Rémy Cointreau, as part of the successive acquisitions of Rémy Cointreau shares by Orpar.

Through the cumulative effect of (i) the cancellation of 1,283,053 Rémy Cointreau shares which took place on 25 March 2014, (ii) the payment of part of the dividend for the 2013/2014 financial year in Rémy Cointreau shares, and (iii) the acquisition, on 10 March 2015, by Orpar, of 174,000 Rémy Cointreau shares, the aforementioned members declared that they held, at 10 March 2015, 26,280,396 shares representing 49,921,377 voting rights, i.e. 53.95% of the share capital and 68.90% of the voting rights in the Company.

Orpar thus increased its individual stake in the capital and voting rights, which was initially in the 30% to 50% range, by more than 1% over less than 12 consecutive months, placing itself under the obligation to file a public takeover offer on all of the capital of Rémy Cointreau, in accordance with Article 234-5 of the General Regulation.

Furthermore, Orpar issued, on 3 February 2015, zero coupon bonds exchangeable for existing Rémy Cointreau shares for a nominal amount of €170 million. The bonds, listed in Luxembourg, were redeemed on 15 July 2019 with a premium of 102.3% on the initial price. According to the terms of the prospectus, Orpar will use around 80% of the proceeds of the transaction to buy back existing Rémy Cointreau shares.

Thus Orpar could increase its individual stake in the capital and voting rights, which was initially in the 30% to 50% range, by more than 1% over less than 12 consecutive months again placing it under the obligation to file a public takeover offer on all of the capital of Rémy Cointreau, in accordance with Article 234-5 of the General Regulation.

In this context, Orpar requested exemptions from the AMF from the obligation to file a public takeover offer on the Rémy Cointreau shares for each of the two aforementioned events causing the offer on the basis of Article 234-9, 6° of the General Regulation.

Considering that, prior to the aforementioned transactions, the members held a majority of the Rémy Cointreau voting rights, the AMF granted the requested exemptions on the aforementioned regulatory basis.

As a result of these exemptions, Orpar continued its purchases until 31 October 2015, without acceleration limit, as part of its commitment to allocate around 80% of the proceeds of the exchangeable issue to the purchase of existing Rémy Cointreau shares. Under the exemptions granted, Orpar acquired 802,400 Rémy Cointreau shares.

(1) On the basis of share capital consisting of 50,909,912 shares representing 74,466,099 voting rights, pursuant to the second subparagraph of Article 223-11 of the General Regulation.
(2) Simplified limited company (based at Maison des Viticulteurs, 25, rue de Cagouillet, 16100 Cognac, France) owned by the Alliance Fine Champagne (AFC) cooperative, a structure resulting from the merger of the Champaco and Prochacoop cooperatives.

Information following an exemption from the obligation to file a draft public offer (AMF decision No. 215C1626 of 6 November 2015)

Pursuant to Article 234-5 of the General Regulation, the société anonyme (French public limited company) Orpar notified AMF that it held, at 31 October 2015, following acquisitions of Rémy Cointreau shares on the market under the aforementioned exemptions, 18,258,061 Rémy Cointreau shares representing 34,798,204 voting rights, or 37.46% of the share capital, and 47.93% of the Company's voting rights.

On this occasion, the concert party composed of the société anonyme (French public limited company) Orpar and the simplified limited companies Andromède, Récopart and *Fine Champagne Investissements* (FCI) declared that it held, on 31 October 2015, 27,082,796 Rémy Cointreau shares representing 50,730,752 voting rights, or 55.57% of the share capital, and 69.88% of this company's voting rights.

Shareholder agreements and concerted action between the parties

The Company is aware of the existence of the following concert parties and shareholder agreements:

Between Orpar and the Récopart shareholders:

- under a memorandum of understanding signed on 21 and 22 July 2010, Orpar acquired 721,995 Récopart shares on 22 July 2010, of which 421,995 were fully owned and 300,000 were in bare ownership, from Pierre Cointreau and his children, thus increasing its stake to 61.02% of the share capital and of the voting rights of Récopart;
- prior to this transaction, Orpar and Récopart were granted an exemption from the requirement to make a public takeover offer under Article 234-9-6 of the General Regulation set out in Decision and Notification 210C0520 published on the AMF website on 14 June 2010. The declaration of threshold crossing following this exemption was made by letter of 23 July 2010 and published on the AMF website in Decision and Notification 210C0694.

On that date, Récopart held 6,937,889 shares and 13,229,478 voting rights in Rémy Cointreau, i.e. 14.30% of the share capital and 17.08% of the voting rights in Rémy Cointreau. On that date, Orpar held 20,901,034 shares and 40,732,231 Rémy Cointreau voting rights, i.e. 43.09% of the share capital and 52.59% of the Rémy Cointreau voting rights. As a result, following this acquisition, Orpar directly or indirectly held a total of 27,838,923 shares and 53,961,709 voting rights in Rémy Cointreau, i.e. 57.39% of the share capital and 69.67% of the voting rights in Rémy Cointreau, and had thus indirectly exceeded the threshold of 50% of the share capital and 66.67% of the voting rights in Rémy Cointreau.

Pursuant to the memorandum of understanding and as part of the completion of the acquisition, Orpar and Pierre Cointreau and his family have entered into the following commitments in order to govern their relations within Récopart:

- an undertaking to purchase was granted on 21 and 22 July 2010 by Orpar to the Cointreau family, in relation to the remaining Récopart shares held by the Cointreau family. The exercise period expired on 31 January 2022;

- an undertaking to sell was granted on 21 and 22 July 2010 by the Cointreau family to Orpar, in relation to the remaining Récopart shares held by the Cointreau family. The undertaking to sell reflects the commitment of the members of the Cointreau family to sell to Orpar, at the latter's request, a maximum of 1,647,003 Récopart shares;
- a shareholders' agreement was signed on 21 and 22 July 2010. This agreement was entered into for a period of 20 years from the date of its signature. The agreement also specified the annual dividend distribution policy.

Orpar also has a pre-emptive right on all transfers of securities, with the exception of certain transactions known as free transfers.

Lastly, the agreement specifies that in the event Orpar were to receive a bid from a third-party buyer for at least 51% of Récopart shares, which it would be prepared to accept, that all shareholders would be compelled to dispose of their shares jointly with Orpar, on the terms and conditions specified in the agreement.

During the 2022/2023 financial year, Orpar acquired part of the Récopart shares held by the heirs of Mr and Mrs Pierre Cointreau, i.e. 22,965 ordinary shares.

Orpar's holding in Récopart is 73%.

Between Andromède, Orpar and *Fine Champagne Investissements* (FCI):

Andromède, FCI and Orpar entered into a shareholders' agreement on 2 April 2020 between *Fine Champagne Investissements* ⁽¹⁾ (FCI), Andromède ⁽²⁾ (a simplified limited company) and Orpar ⁽³⁾, a société anonyme (French public limited company), the main clauses of which were published in accordance with Article L. 233-11 of the French Commercial Code via AMF decision No. 220C1337 of 22 April 2020. This new shareholders' agreement involving Rémy Cointreau replaces the shareholders' agreement ⁽⁴⁾ which had been entered into between the same parties on 3 April 2013 and which expired on 4 April 2020.

The main clauses of the new shareholders' agreement, which provides for concerted action⁽⁵⁾ between the parties towards Rémy Cointreau are as follows:

- **governance:** Orpar and FCI will meet in reasonable time before any Shareholders' Meeting of Rémy Cointreau to examine the draft resolutions submitted to the meeting and seek a common position. In any event, FCI undertakes to attend the meeting in question or appoint Orpar as its proxy and combine its votes with those of Orpar and vote as previously indicated to Orpar;
- **pre-emptive right:** Orpar will benefit from a pre-emptive right over the Rémy Cointreau shares held by FCI in exchange for cash compensation, it being specified that the acquisition would be carried out under the same conditions as those for the proposed transferee. In the event of a public takeover offer on Rémy Cointreau securities, FCI must inform Orpar, in writing, of its intention to contribute Rémy Cointreau shares to the offer. Accordingly, Orpar may exercise its pre-emptive right at the public takeover offer price, it being specified that in the event of a public exchange offer, the price will be determined based on the average Rémy Cointreau share price, weighted by trading volumes, during the last 10 trading days prior to the close of the offer;
- **ceiling:** FCI agrees that it will not increase its holding in Rémy Cointreau without Orpar's consent and that it will not enter into an agreement or, more broadly act in concert with a third party towards Rémy Cointreau as these stipulations do not constitute an

(1) Simplified limited company owned by the Alliance Fine Champagne (AFC) cooperative structure resulting from the merger of the Champaco and Prochacoop cooperatives.

(2) Controlled by the Hériard Dubreuil family.

(3) Controlled by Andromède SAS.

(4) See D&I 213C0515 of 2 May 2013.

(5) In decision No. 213C0515 of 2 May 2013 the AMF examined the consequences of the concert party between Fine Champagne Investissements (FCI) and Andromède, Orpar and Récopart and granted an exemption from the requirement to make a public takeover offer under Article 234-1, 1° of the AMF General Regulation.

obstacle for FCI to purchase double voting rights resulting from the continuous holding of Rémy Cointreau shares;

- **term:** the agreement is valid for seven years, i.e. until 2 April 2027, it being specified that, in the event that Orpar or FCI carries out an act forcing the launch of a public takeover offer on Rémy Cointreau securities, the concerted action (5) linking them will immediately end and will automatically become null and void;
- on 24 February 2022, Orpar acquired 80,500 Rémy Cointreau shares (held by FCI) off-market (AMF declaration 2022DD823602 of 1 March 2022).

Internal reclassification between member companies acting in concert:

As part of a project to simplify the holding structure of Rémy Cointreau shares, Andromède SAS, controlled by the Hériard Dubreuil family, contributed to its wholly-owned subsidiary Orpar SA, in accordance with the terms of a contribution agreement dated 11 July 2022, all of the 601,562 shares it held directly in Rémy Cointreau, i.e. 1.1760% of the share capital, of which 586,756 shares with double voting rights.

The shareholders of Orpar approved the contribution in kind of the aforementioned shares on 22 July 2022.

In accordance with Article L. 225-124 of the French Commercial Code, the shares contributed lost their double voting rights due to the transfer of ownership at the end of the contribution.

This transaction is an internal reclassification of Rémy Cointreau shares between member companies acting in concert, which does not increase the shareholding or voting rights of said concert.

In addition, Orpar considered individually does not cross any legal thresholds.

Following the contribution of Rémy Cointreau shares:

- Orpar, member of the Board of Directors of Rémy Cointreau, represented by Marc Hériard Dubreuil, reference shareholder of the issuer, directly holds 20,396,102 shares, i.e. 39.87% of the share capital and 48.82% of the voting rights of Rémy Cointreau;
- Orpar, acting in concert with Andromède, Récopart and *Fine Champagne Investissements* (FCI), holds 29,608,086 shares, i.e. 56.71% of the share capital and 69.71% of the voting rights of Rémy Cointreau.

This transaction was declared to the AMF (2022DD853994 of 26 July 2022).

Collective commitments to hold Rémy Cointreau shares in accordance with Article 787 B I *bis* of the French General Tax Code.

During the 2017/2018 financial year, Orpar, Récopart, the Récopart shareholders, and Marc Hériard Dubreuil, in his capacity as Chairman of the Company's Board of Directors, signed a collective holding commitment on 30 January 2018, under the provisions of Article 787 B I *bis* of the French General Tax Code, pursuant to the Dutreil law, for a period of two years. The Rémy Cointreau shares that are covered by the agreement represent 10,800,000 shares or 21.45% of the share capital and voting rights as at 30 January 2018. The collective commitment period ended on 1 February 2020, and was followed by an individual holding commitment of four years, which expired on 1 February 2024.

During the 2020/2021 financial year, Orpar, Récopart, two heirs of Mr and Mrs Pierre Cointreau, the Récopart shareholders, and Marc Hériard-Dubreuil, in his capacity as Chairman of the Board of Directors of Rémy Cointreau, signed a collective holding commitment on 15 November 2021, under the provisions of Article 787 B of the French General Tax Code, pursuant to the Dutreil law, for a period of 2 years, covering 10,920,086 Rémy Cointreau shares (out of the 50,526,563 shares comprising the Company's share capital on the date of signature), i.e. at least 10% of the financial rights and 20% of the voting rights attached to all equity securities issued by Rémy Cointreau.

During the 2022/2023 financial year, Orpar, Récopart, two heirs of Mr and Mrs Pierre Cointreau, the Récopart shareholders, and Marie-Amélie de Leusse, in her capacity as Chairwoman of the Board of Directors of Rémy Cointreau, signed a collective holding commitment on 10 January 2023 under the provisions of Article 787 B of the French General Tax Code, pursuant to the Dutreil law, for a period of 2 years, covering full ownership of 11,034,113 Rémy Cointreau shares (out of the 51,773,642 shares comprising the Company's share capital on the date of signature), i.e. at least 10% of the financial rights and 20% of the voting rights attached to all equity securities issued by Rémy Cointreau.

7.2.2 CHANGES TO THE OWNERSHIP OF THE SHARE CAPITAL OVER THE LAST THREE YEARS

During the 2023/2024 financial year there was no option to receive payment of the 2022/2023 dividend in shares. As the entire dividend was paid in cash, there was no impact on share capital. Nevertheless, several transactions were carried out during the financial year leading to changes in the share capital, without, however, significantly impacting the distribution between the main shareholders Orpar and Récopart.

During the 2024/2025 financial year, the exercising of the 2023/2024 dividend payment option in shares resulted in the issue of 907,322 shares corresponding to a capital increase of €1,451,715.20, taking the

capital to €83,456,465.60. No other transaction took place during the financial year.

During the 2025/2026 financial year, the exercising of the 2024/2025 dividend payment option in shares resulted in the issue of 429,588 shares corresponding to a capital increase of €687,340.80 taking the capital to €84,143,806.40. No other transaction took place during the financial year.

On the reporting date of the financial year, Orpar held over one-third of the share capital and over 50% of the voting rights. Récopart held over 15% of the share capital and close to 20% of the voting rights.

7.2.3 PERSONS CONTROLLING THE COMPANY AND DETAILS OF THEIR SHAREHOLDINGS

At 31 March 2026, Orpar was wholly controlled by Andromède SAS, which is controlled by the Hériard Dubreuil family.

At 31 March 2026, Orpar held 22,619,410 Rémy Cointreau shares, or 43.01% of the share capital, corresponding to 42,413,860 voting rights, or 52.29% of the voting rights. Orpar held, directly and indirectly, shares held by Récopart, or a total of 53.99% of the share capital (compared with 53.41% on 31 March 2025) and 66.20% of the voting rights (compared with 65.91% on 31 March 2025) in Rémy Cointreau.

Pursuant to European regulation No. 809/2004 of 29 April 2004, established pursuant to the "Prospectus" directive, Rémy Cointreau ensures that the control of the Company is not currently and will not ever be abused, by adopting corporate governance measures.

The Company refers to the recommendations of the Corporate Governance Code for listed companies published in June 2013 and last revised in December 2022 by AFEP/MEDEF. In particular, the Board of Directors is organised in order to achieve a balance between experience, skills, independence and ethical behaviour, while respecting in overall terms the balanced representation of women and men on the Board of Directors.

7.2.4 FINANCIAL COMMUNICATION AND STOCK MARKET INFORMATION

Shares in Rémy Cointreau are listed on the Euronext Paris regulated market (ISIN code FR0000130395). Rémy Cointreau is included in the French SBF 120 index and the European EuroStoxx 600 index.

At 31 March 2026, Rémy Cointreau had a market capitalisation of €1.934 billion.

Shareholder and investor relations

All shareholders are given full, clear and transparent information which is tailored to their specific needs. A wide variety of documents made available to the public, including regulated information, covers all of the Company's business activity, its strategy and financial information, including press releases, the universal registration document, interim financial reports and the Company's Articles of Association.

All these documents are easy to access from the www.remy-cointreau.com Group website, in the "Finance" section and on request from the Rémy Cointreau Investor Relations department.

At the same time, numerous discussions took place in 2025-2026 between the Group, on the one hand, and institutional investors and financial analysts, on the other. This was done during the conference calls organised as part of the quarterly, half-yearly and annual publications, and also during the roadshows, conferences and individual meetings organised in digital or physical format during the past year.

Documents on display

The historical financial information, universal registration documents, Shareholders' Meeting documents (meeting notices, minutes), Articles of Association of the Company, and items constituting "regulated information" within the meaning of Article 221-1 of the AMF General Regulation (including press releases, quarterly information and the annual and interim reports) may be consulted on the website www.remy-cointreau.com in French and in English and, if necessary, at the Company's registered office.

NUMBER OF SHARES AND CAPITAL TRADED ON EURONEXT PARIS AND CHANGE IN SHARE PRICE OVER 30 MONTHS

	Number of shares traded	Average price (in €)	Highest (in €)	Lowest (in €)	Trading volumes (in € millions)
2023					
December	2,006,965	110.06	116.25	102.25	219.6
2024					
January	3,877,442	95.82	114.90	86.98	373.2
February	1,743,042	98.29	102.80	93.66	171.4
March	1,918,868	93.38	98.80	88.60	179.1
April	1,865,374	91.54	98.55	87.40	171.2
May	1,809,254	90.95	98.10	84.00	164.7
June	2,885,519	80.73	88.50	75.00	232.1
July	2,300,941	74.35	81.35	67.95	170.9
August	3,227,458	71.49	81.00	67.40	235.4
September	2,547,193	65.62	74.25	60.85	168.1
October	2,536,456	61.82	70.20	56.95	157.4
November	2,412,378	56.30	61.00	52.70	135.5
December	2,001,585	60.23	65.55	56.85	121.6
2025					
January	2,307,335	55.97	60.75	51.00	129.4
February	1,824,499	49.94	54.05	47.80	91.6
March	2,601,552	46.63	51.70	43.04	120.7
April	1,880,396	44.27	49.00	39.28	82.3
May	1,504,277	48.17	52.25	44.96	72.5
June	2,474,429	46.73	51.85	42.60	116.5
July	3,386,745	53.48	62.35	43.24	181.5
August	1,514,924	53.78	57.15	50.15	81.2
September	2,027,052	48.30	54.05	44.70	97.4
October	2,754,924	46.82	50.90	41.46	126.7
November	2,117,101	41.52	44.96	37.70	86.6
December	2,085,916	36.82	39.74	35.08	76.8
2026					
January	2,579,008	39.59	43.56	35.82	102.1
February	2,000,661	43.51	46.66	38.78	87.0
March	1,996,796	36.89	41.06	34.24	73.5
April	1,296,119	39.70	42.00	36.48	51.3
May	1,536,871	40.39	42.50	38.74	62.1

7.3 ITEMS LIABLE TO HAVE AN IMPACT IN THE EVENT OF A PUBLIC TAKEOVER OFFER

In accordance with the provisions of Article L. 22-10-11 of the French Commercial Code, we notify you of the factors liable to have an impact in the event of a public takeover offer:

- the structure of the Company's share capital is disclosed in section 7.2 of this report and refers to concerted actions and to shareholder agreements that had been brought to the Company's attention at the time of writing;
- the direct or indirect investments known to the Company are described in section 7.2 of this document;
- with the exception of the double voting rights allocated, pursuant to Article 23.2 of the Articles of Association, to fully paid-up shares which have been held in registered form for at least 4 years in the name of the same shareholder, no shares carry specific privileges;
- there is no restriction in the Articles of Association on the exercise of voting rights, except for failure to comply with the provisions in respect of crossing the statutory threshold of 1% of the share capital or voting rights or any multiple of this percentage, under the terms provided for by Article 8.2 of the Articles of Association; there are no restrictions on share transfers in the Articles of Association;
- the rules governing the appointment and dismissal of members of the Board of Directors are those of the prevailing laws and the Articles of Association;
- amendments to the Company's Articles of Association are made in accordance with the prevailing laws and regulations;
- the Company and some of its subsidiaries have entered into agreements containing a clause offering the co-contracting parties the option of terminating those agreements in the event of a change of control of the Company, mainly under distribution agreements with third parties and the bonds of €80 million dated February 2015 and October 2021 and €275 million dated September 2016 described in note **11.6** to the consolidated financial statements in section 5.6 and note **8** in section 6.5 of this document;
- severance and non-compete payments and defined-contribution and defined-benefit pension commitments from which Franck Marilly, Chief Executive Officer, benefits are mentioned in section 3.5 of this document.



8

COMBINED SHAREHOLDERS' MEETING OF 21 JULY 2026

8.1	EXPLANATORY STATEMENT AND DRAFT RESOLUTIONS	344	8.4	STATUTORY AUDITORS' REPORT ON THE ISSUE OF ORDINARY SHARES AND/OR SECURITIES WITH OR WITHOUT PRE-EMPTIVE SUBSCRIPTION RIGHTS	371
8.2	STATUTORY AUDITORS' SPECIAL REPORT ON RELATED-PARTY AGREEMENTS	367	8.5	STATUTORY AUDITORS' REPORT ON THE ISSUE OF ORDINARY SHARES AND/OR GRANTING ACCESS TO THE COMPANY'S SHARE CAPITAL RESERVED FOR MEMBERS OF A COMPANY SAVINGS PLAN	373
8.3	STATUTORY AUDITORS' REPORT ON THE SHARE CAPITAL REDUCTION	370			

8.1 EXPLANATORY STATEMENT AND DRAFT RESOLUTIONS

ORDINARY BUSINESS

1st, 2nd and 3rd resolutions

APPROVAL OF THE COMPANY AND CONSOLIDATED FINANCIAL STATEMENTS AND APPROPRIATION OF EARNINGS

EXPLANATORY STATEMENT

The **first two resolutions** concern the approval of the company and consolidated financial statements for the financial year ended 31 March 2026.

The company financial statements show a profit for the period of €42,511,255.83.

The consolidated financial statements show a net profit attributable to the owners of the parent company of €78.7 million.

It is stated, in accordance with Article 223 *quater* of the French General Tax Code, that no expenditures or expenses referred to in Article 39 paragraph 4 of the French General Tax Code were incurred during the financial year ended 31 March 2026.

The **third resolution** concerns the appropriation of Company earnings for the financial year ended 31 March 2026 and the payment of the dividend.

The Board of Directors asks that you approve the appropriation of distributable earnings for the financial year ended 31 March 2026 as follows:

■ profit for the financial year ended 31 March 2026	€42,511,255.83
■ retained earnings:	€197,367,400.38
■ allocation to the legal reserve:	(€68,734.08)
■ total distributable amount:	€239,809,922.13
■ ordinary dividend of €0.75 per share:	€39,442,409.25
■ retained earnings:	€200,367,512.88

The Board of Directors proposes to set the amount of the dividend to be distributed to each of the Company's shares with dividend rights in respect of the financial year ended 31 March 2026 at €0.75 i.e. a total amount of €39,442,409.25 based on 52,589,879 shares comprising the share capital at 31 March 2026.

The dividend will be paid as follows:

- an ordinary dividend of €0.50 in cash;
- a dividend of €0.25 in cash or new ordinary shares, at the shareholder's choice.

The ex-dividend date will be 28 July 2026 and the dividend will be paid as of 1 October 2026.

FIRST RESOLUTION

(Approval of the company financial statements for the 2025/2026 financial year)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the Board of Directors' reports and the Statutory Auditors' report on the company financial statements, approves the company financial statements for the financial year ended 31 March 2026, which comprise the statement of financial position, the income statement and the notes, as presented, showing a profit for the period of €42,511,255.83, together with all the transactions reflected in the aforementioned financial statements or summarised in these reports.

In accordance with the provisions of Article 223 *quater* of the French General Tax Code, the Shareholders' Meeting notes that no

expenditure or expenses referred to in Article 39-4 of the said Code were incurred during the financial year ended 31 March 2026.

SECOND RESOLUTION

(Approval of the consolidated financial statements for the 2025/2026 financial year)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the Board of Directors' reports and the Statutory Auditors' report on the consolidated financial statements, approves the consolidated financial statements for the financial year ended 31 March 2026, which comprise the statement of financial position, the income statement and the notes, as presented, showing a net profit (loss) attributable to the owners of the parent of €78.7 million, together with all the transactions reflected in the aforementioned financial statements or summarised in these reports.

THIRD RESOLUTION

(Appropriation of income and setting of the dividend)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, on the proposal of the Board of Directors, hereby approves the appropriation of the distributable income for the financial year ended 31 March 2026 as follows:

■ profit for the financial year ended 31 March 2026	€42,511,255.83
■ retained earnings:	€197,367,400.38
■ allocation to the legal reserve:	(€68,734.08)
■ total distributable amount:	€239,809,922.13
■ ordinary dividend of €0.75 per share:	€39,442,409.25
■ retained earnings:	€200,367,512.88

An ordinary dividend of €0.75 per share will be distributed to each of the Company's shares entitled to dividends. This will consist of €0.50 in cash and €0.25 by way of an option between payment of the dividend in cash or in shares.

The total dividend of €39,442,409.25 was determined on the basis of the 52,589,879 shares making up the share capital at 31 March 2026. The ex-dividend date will be 28 July 2026 and the dividend will be paid as of 1 October 2026.

In the event that the Company holds any of its own shares when the dividend becomes payable, the amount corresponding to the dividend not distributed as a result of that holding shall be allocated to "Retained earnings".

It is specified that, as the law currently stands, for natural persons who have their tax residence in France, the dividend is subject to a

single flat-rate withholding tax ("PFU") of 12.8% or, if the beneficiary has expressly and irrevocably so opted, to the income tax applicable to his/her entire income, net gains, profits and receivables falling under the field of application of the single flat-rate withholding taxation in accordance with the progressive income tax system. The dividend is eligible for the 40% rebate benefiting individuals domiciled in France for tax purposes as provided for in paragraph 2 of Article 158-3 of the French General Tax Code. However this now applies only to taxpayers who opt for taxation in accordance with the progressive income tax system.

In accordance with the provisions of Article 243 *bis* of the French General Tax Code, the amount of the net dividends paid in respect of the previous three financial years and the amount of the dividend payment for the same financial years eligible for the aforementioned tax allowance for individual shareholders who are tax residents of France, were as follows:

Financial years	2022/2023	2023/2024	2024/2025
Net dividend per share	€3 ⁽¹⁾	€2	€1.50
Dividend paid eligible for the 40% rebate	€3 ⁽¹⁾	€2	€1.50

(1) Including an extraordinary dividend of €1.

4th resolution

OPTION TO PAY THE DIVIDEND IN SHARES

EXPLANATORY STATEMENT

Applying the provisions of Articles L. 232-18 to L. 232-20 of the French Commercial Code, the **fourth resolution** proposes to grant each shareholder an option between payment of the dividend in cash or payment in new shares for the amount of €0.25 of the total dividend of €0.75 per share to which the third resolution relates. The issue price of the new shares, subject to this option, will be equal to 90% of the average of the last listed prices for the twenty trading sessions preceding the date of the Shareholders' Meeting of 21 July 2026, less the net amount of the dividend, in accordance with Article L. 232-19 of the French Commercial Code. The Board of Directors will have the option of rounding the price thus determined to the nearest hundredth. Each shareholder may choose between, on the one hand, the payment of the entire extraordinary dividend in shares and, on the other hand, the payment of the entire extraordinary dividend in cash. Shareholders who wish to choose payment of the extraordinary dividend in shares must request this from their financial intermediary from 30 July 2026 and no later than 17:00 on 14 September 2026. At the end of this period, the entirety of the dividend may only be paid in cash. If the amount of dividends for which the option is exercised does not correspond to a whole number of shares, the shareholder may subscribe either to the number immediately below along with the remainder in cash, or the number immediately above, with an additional payment in cash.

FOURTH RESOLUTION**(Option to pay the dividend in shares)**

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the Board of Directors' report and applying the provisions of Articles L. 232-18 to L. 232-20 of the French Commercial Code and Article 27 of the Articles of Association, resolves to grant each shareholder an option between payment of the dividend in cash or payment in shares, for the amount of €0.25 of the total dividend of €0.75 per share to which the third resolution relates.

Each shareholder may opt for either payment method, but this option will apply in the same way to all the shares they hold, for this fraction of the dividend.

The issue price of the new shares, subject to this option, will be equal to 90% of the average of the last listed prices for the twenty trading sessions preceding the date of this meeting, less the net amount of the dividend, in accordance with Article L. 232-19 of the French Commercial Code. The Board of Directors will have the option of rounding the price thus determined to the nearest hundredth.

Shareholders who wish to choose payment of the dividend in shares must request this from their financial intermediary from 30 July 2026 and no later than 17:00 on 14 September 2026. As a result, any

shareholder who has not exercised their option at the end of this period will receive their entire dividend in cash.

If they do not select payment in shares, the dividend will be paid in cash from 1 October 2026.

If the amount of dividends for which the option is exercised does not correspond to a whole number of shares, the shareholder may subscribe either to the number immediately below along with the remainder in cash, or the number immediately above, with an additional payment in cash.

The new shares will be subject to all legal and statutory provisions and will carry dividend rights from 1 April 2026, the start of the current financial year.

The Shareholders' Meeting grants full powers to the Board of Directors to take, in accordance with Article L. 232-20 of the French Commercial Code, the provisions necessary for the implementation of this distribution of the dividend in shares, and in particular to set the issue price of the shares issued under the conditions provided for above, to record the number of shares issued and the capital increase carried out, to amend the Company's Articles of Association accordingly, to take all measures to ensure the successful completion of the transaction and, more generally, to do whatever is useful and necessary.

5th resolution**AGREEMENTS COVERED BY ARTICLES L. 225-38 ET SEQ. OF THE FRENCH COMMERCIAL CODE****EXPLANATORY STATEMENT**

The **fifth resolution** concerns the agreements authorised and entered into during previous financial years, the performance of which continued in the 2025/2026 financial year. These agreements were once again examined by the Board of Directors at its meeting of 3 April 2026 in accordance with Article L. 225-40-1 of the French Commercial Code, and are included in the Statutory Auditors' special report, reproduced in section 8.2 of the 2025/2026 Universal Registration Document. The agreements mentioned in this special report and already approved by previous Shareholders' Meetings are not resubmitted to the vote of the Shareholders' Meeting.

Ruling on the Statutory Auditors' special report, the Shareholders' Meeting is asked to note:

- information relating to the agreements referred to in the Statutory Auditors' special report;
- the absence of any new agreement to be approved.

FIFTH RESOLUTION**(Agreements covered by Article L. 225-38 et seq. of the French Commercial Code)**

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report on the related-party agreements covered by Articles L. 225-38

et seq. of the French Commercial Code, takes note of the information relating to the agreements entered into and authorised in previous financial years and that remained in force in the past financial year that are mentioned therein and were reviewed by the Board of Directors at its meeting on 3 April 2026 in accordance with Article L. 225-40-1 of the French Commercial Code, and notes that there are no new agreements to be approved.

6th resolution

REAPPOINTMENT OF FORVIS MAZARS AS STATUTORY AUDITORS

EXPLANATORY STATEMENT

The term of office of Forvis Mazars expires at the end of this Shareholders' Meeting. Under the **sixth resolution**, the Board of Directors, on the recommendation of the Audit-Finance Committee, considers that Forvis Mazars has been able, over the last six years, to offer a high level of service to the Rémy Cointreau Group, due to its size, its expertise, its availability and its good relationships with the Rémy Cointreau finance and accounting teams. On these terms, the Board of Directors proposes to the Shareholders' Meeting to reappoint (without the need for a tender process) Forvis Mazars, represented by Guillaume Devaux, as Statutory Auditor for a period of six financial years, which will expire at the end of the Ordinary Shareholders' Meeting called to approve the financial statements for the financial year ending 31 March 2032.

SIXTH RESOLUTION

(Reappointment of Forvis Mazars as Statutory Auditors)

The Shareholders' Meeting ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, resolves to reappoint Forvis Mazars, headquartered at 45 rue Kléber, 92300 Levallois-Perret, France, registered with the Nanterre Trade and Companies Register under number 788,428,597, as Statutory Auditors for a period of six financial years, which will expire at the end of the Ordinary Shareholders' Meeting called to approve the financial statements for the financial year ending 31 March 2032.

COMPOSITION OF THE BOARD OF DIRECTORS

EXPLANATORY STATEMENT

Before proposing the reappointment of Board members whose term of office will expire at the end of this Shareholders' Meeting, the Board of Directors, on the recommendation of the Nomination and Remuneration Committee, verified that the nominees in question would have the time required to perform their respective roles. It also ensured that the composition of the Board of Directors is well balanced in terms of gender equality and international experience.

The Board of Directors also assessed the contribution made by the Board members whose appointments are up for renewal to its work and that of its sub-committees.

At its meeting on 3 June 2026, the Board of Directors examined in particular the independence of its members in light of the criteria set out in the AFEP-MEDEF Corporate Governance Code for Listed Corporations, updated in December 2022.

Should the **seventh and eighth** resolutions put to the vote be approved, the Board of Directors would have 12 members, as well as three non-voting Board members. It would comprise six women appointed by the Shareholders' Meeting, i.e. 50% of its members appointed by the shareholders (excluding non-voting Board members). Its composition would be well balanced in terms of skills. The percentage of independent Board members would be 58% (7/12) based on the AFEP-MEDEF Code calculation method (excluding non-voting Board members).

7th and 8th resolutions

RENEWAL OF THE TERMS OF OFFICE OF TWO BOARD MEMBERS

EXPLANATORY STATEMENT

The **seventh and eighth** resolutions propose that the Shareholders' Meeting renew the terms of office of:

- Sonia Bonnet-Bernard as an independent Board member;
- Laure Hériard Dubreuil as a Board member representing the reference shareholder.

Their terms of office would be renewed for a period of three years, i.e. expiring at the end of the Shareholders' Meeting called to approve the financial statements for the financial year ending 31 March 2029.

Sonia Bonnet-Bernard, 63 years old, is a chartered accountant, statutory auditor, sustainability auditor and a legal expert with the Paris Court of Appeal. She has sat on the Board of Directors as an independent Board member since 20 July 2023 and has also sat on the Audit-Finance Committee since that date, having chaired it since 18 July 2024. The Board of Directors considers that Sonia Bonnet-Bernard's involvement in its work and, in particular in that of the Audit-Finance Committee, which she chairs, her deep understanding of the Group's issues and strategy, her solid experience in the fields of accounting and auditing, risk monitoring and management as well as her in-depth understanding of financial mechanisms in international environments make her well-equipped to continue in her role as an independent Board member.

If she is reappointed as a Board member, Sonia Bonnet-Bernard will continue to serve as a member of the Audit-Finance Committee.

Laure Hériard Dubreuil, 48 years old, founder of The Webster, a high-end multi-brand fashion store concept based in the United States of America, is President and Managing Director of FG Webster Florida Inc. Laure Hériard Dubreuil has been a member of the Board of Directors of Rémy Cointreau since 26 July 2011. The Board of Directors considers that her extensive understanding of the luxury sector, her in-depth knowledge of e-commerce, the international vision that the global brands that she has supported give her, her understanding of the challenges faced by listed family businesses and her international management experience make her well-equipped to continue in her role as a Board member.

As a representative of the reference shareholder, Laure Hériard Dubreuil does not qualify as an independent Board member.

A biography of these Board members (including details of the appointments held) is provided on pages 183 and 191 of this document.

SEVENTH RESOLUTION

(Renewal of Sonia Bonnet-Bernard's term of office as a Board member)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the Board of Directors' report, resolves to reappoint Sonia Bonnet-Bernard as a Board member for a three-year term, i.e. until the end of the Ordinary Shareholders' Meeting called to approve the financial statements for the financial year ending 31 March 2029.

EIGHTH RESOLUTION

(Renewal of Laure Hériard Dubreuil's term of office as a Board member)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the Board of Directors' report, resolves to reappoint Laure Hériard Dubreuil as a Board member for a three-year term, i.e. until the end of the Ordinary Shareholders' Meeting called to approve the financial statements for the financial year ending 31 March 2029.

9th resolution

APPROVAL OF THE INFORMATION REGARDING THE COMPENSATION PAID DURING, OR AWARDED IN RESPECT OF, THE FINANCIAL YEAR ENDED 31 MARCH 2026 TO ALL CORPORATE OFFICERS

EXPLANATORY STATEMENT

Under the **ninth resolution**, the Shareholders' Meeting is asked to approve, in accordance with Article L. 22-10-34 of the French Commercial Code, the information regarding the compensation of the corporate officers paid during or awarded in respect of the financial year ended 31 March 2026, referred to in Article L. 22-10-9 of the French Commercial Code.

This information is presented in the Board of Directors' report on the Company's corporate governance in section 3.5 of the 2025/2026 Universal Registration Document.

Please note that if these resolutions are rejected by the Shareholders' Meeting, the Board of Directors will submit a revised version of the compensation policy for shareholder approval at the next Shareholders' Meeting, which takes account of the votes expressed by shareholders, and will suspend the compensation until the revised compensation policy is approved.

NINTH RESOLUTION

(Approval of the information regarding the compensation of corporate officers paid during or awarded in respect of the 2025-2026 financial year referred to in Article L. 22-10-9 I of the French Commercial Code)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, approves,

pursuant to Article L. 22-10-34 of the French Commercial Code, the information referred to in Article L. 22-10-9 of the French Commercial Code, as described in the corporate governance report from the Board of Directors required under Article L. 225-37 of the French Commercial Code and included in section 3.5 of the 2025/2026 Universal Registration Document.

10th, 11th and 12th resolutions

APPROVAL OF THE COMPONENTS OF TOTAL COMPENSATION AND BENEFITS OF ANY KIND PAID DURING OR AWARDED IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 TO EACH EXECUTIVE DIRECTOR OF THE COMPANY

EXPLANATORY STATEMENT

By voting on the **tenth, eleventh and twelfth resolutions**, the Shareholders' Meeting is asked to approve, in accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, the fixed, variable and extraordinary components of the total compensation and benefits of any kind paid during, or awarded in respect of, the financial year ended 31 March 2026, to each person who has held the post of Executive Director of the Company, in accordance with the compensation policy approved during the Shareholders' Meeting of 22 July 2025. This affects:

- Marie-Amélie de Leusse as Chairwoman of the Board of Directors;
- Éric Vallat as Chief Executive Officer for the period from 1 April to 24 June 2025; and
- Franck Marilly as Chief Executive Officer for the period from 25 June 2025 to 31 March 2026.

These components are presented in the corporate governance report covered by Article L. 225-37 of the French Commercial Code, included in section 3.5 of the 2025/2026 Universal Registration Document.

Payment of the variable components of the compensation of Franck Marilly in respect of the financial year ended 31 March 2026 is subject to the approval of the twelfth resolution.

TENTH RESOLUTION

(Approval of the components of the total compensation and benefits of any kind paid during, or awarded in respect of, the financial year ended 31 March 2026, to Marie-Amélie de Leusse, Chairwoman of the Board of Directors, in accordance with Article L. 22-10-34 of the French Commercial Code)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, approves, in

accordance with the provisions of Article L. 22-10-34, II of the French Commercial Code, the fixed components comprising the total compensation and benefits of any kind paid during or awarded in respect of the financial year ended 31 March 2026, to Marie-Amélie de Leusse, Chairwoman of the Board of Directors, as presented in the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code and included in section 3.5 of the 2025/2026 Universal Registration Document.

ELEVENTH RESOLUTION

(Approval of the components of total compensation and benefits of any kind paid during or awarded to Éric Vallat, Chief Executive Officer, in respect of the financial year ended 31 March 2026, pursuant to Article L. 22-10-34 of the French Commercial Code)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, approves, in accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, the fixed and variable components comprising the total compensation and benefits of any kind paid during or awarded to Éric Vallat, by virtue of his office as Chief Executive Officer in respect of the financial year ended 31 March 2026, for the period from 1 April to 24 June 2025 and following his term of office, as presented in the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code and included in section 3.5 of the 2025/2026 Universal Registration Document.

TWELFTH RESOLUTION

(Approval of the components of total compensation and benefits of any kind paid during or awarded to Franck Marilly, Chief Executive Officer, in respect of the financial year ended 31 March 2026, pursuant to Article L. 22-10-34 of the French Commercial Code)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, approves, in accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, the fixed and variable components comprising the total compensation and benefits of any kind paid during or awarded to Franck Marilly, by virtue of his office as Chief Executive Officer, in respect of the financial year ended 31 March 2026, for the period from 25 June 2025 to 31 March 2026, as presented in the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code and included in section 3.5 of the 2025/2026 Universal Registration Document.

13th and 14th resolutions

APPROVAL OF THE COMPENSATION POLICY FOR CORPORATE OFFICERS AND EXECUTIVE DIRECTORS FOR THE 2026/2027 FINANCIAL YEAR

EXPLANATORY STATEMENT

The purpose of the **thirteenth and fourteenth** resolutions is to submit for your approval, in accordance with Articles L. 22-10-8, II and R. 22-10-14 of the French Commercial Code, the compensation policy for the Chairman of the Board of Directors and the Chief Executive Officer for the 2026/2027 financial year.

These principles and criteria, approved by the Board of Directors on 3 June 2026, on the recommendation of the Nomination and Remuneration Committee, are presented in the Board of Directors' report on Executive Director compensation attached to the corporate governance report referred to in Article L. 225-37 of the French Commercial Code and included in section 3.5 of the 2025/2026 Universal Registration Document.

It is specified:

- that if these resolutions are rejected by the Shareholders' Meeting, the compensation of the Chairman of the Board of Directors and the Chief Executive Officer will be set in accordance with the compensation policy approved in respect of the financial year ended 31 March 2025;
- that the payment of the variable and extraordinary components of the compensation of the Chief Executive Officer depends on the subsequent approval, by a Company Shareholders' Meeting, of the components of the total compensation and benefits of any kind paid during or awarded to the Chief Executive Officer in respect of the 2026/2027 financial year.

THIRTEENTH RESOLUTION

(Approval of the compensation policy for the Chairman of the Board of Directors for the 2026-2027 financial year)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the report on the executive compensation policy defined in accordance with Article L. 22-10-8, II of the French Commercial Code, approves the principles and criteria used to determine, distribute and allocate the fixed components of the total compensation and benefits of any kind that may be awarded to the Chairman of the Board of Directors in respect of her office, set by the Board of Directors, on the recommendation of the Nomination and Remuneration Committee, in respect of the 2026/2027 financial year, described in the corporate governance report referred to in Article L. 225-37 of the French Commercial Code, and included in section 3.5 of the 2025/2026 Universal Registration Document.

FOURTEENTH RESOLUTION

(Approval of the compensation policy for the Chief Executive Officer for the 2026/2027 financial year)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the report on the executive compensation policy defined in accordance with Article L. 22-10-8, II of the French Commercial Code, approves the principles and criteria used to determine, distribute and allocate the fixed, variable and extraordinary components of the total compensation and benefits of any kind that may be awarded to the Chief Executive Officer in respect of his office, set by the Board of Directors on the recommendation of the Nomination and Remuneration Committee, in respect of the 2026/2027 financial year, described in the corporate governance report referred to in Article L. 225-37 of the French Commercial Code, and included in section 3.5 of the 2025/2026 Universal Registration Document.

15th resolution

APPROVAL OF THE COMPENSATION POLICY FOR BOARD MEMBERS FOR THE 2026/2027 FINANCIAL YEAR

EXPLANATORY STATEMENT

In accordance with the provisions of Articles L. 22-10-8 and R. 22-10-14 of the French Commercial Code, the **fifteenth resolution** asks the Shareholders' Meeting to approve the compensation policy for Board members for the 2026/2027 financial year.

The Annual Shareholders' Meeting of 20 July 2023 set the annual compensation budget for members of the Board of Directors at €700,000 for the 2023/2024 financial year. This amount, unchanged since that date, will remain fixed at €700,000 for the 2026/2027 financial year.

The rules for allocating compensation for Board members were decided upon by the Board of Directors on 3 June 2026 on the proposal of the Nomination and Remuneration Committee and are presented in section 3.5 of the Company's 2025/2026 Universal Registration Document.

Please note that if this resolution is rejected by the Shareholders' Meeting, the previous compensation policy for Board members approved during the Shareholders' Meeting of 22 July 2025 will continue to apply in accordance with the provisions of Article L. 22-10-8, II of the French Commercial Code.

FIFTEENTH RESOLUTION

(Approval of the compensation policy for Board members for the 2026/2027 financial year)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, approves, in

accordance with Article L. 22-10-8 of the French Commercial Code, the compensation policy for Board members, in respect of the 2026/2027 financial year, described in the Board of Directors' report on corporate governance and included in section 3.5 of the 2025/2026 Universal Registration Document.

16th resolution

SALE AND PURCHASE BY THE COMPANY OF ITS OWN SHARES

EXPLANATORY STATEMENT

You are asked, under the **sixteenth resolution**, to renew the annual authorisation granted to the Company for the purpose of purchasing treasury shares under a share buyback programme.

Reminder of the use for the 2025-2026 financial year

The Board of Directors has not used this delegation in 2025-2026.

- Between 1 April 2025 and 31 March 2026, the Company transferred 22,703 shares to be used for bonus share awards under long-term performance incentive plans.

Breakdown of equity securities held, by purpose

- On 31 March 2026, the Company held a total of 223,491 treasury shares with a par value of €1.60 each, representing 0.42% of the capital, with a net carrying amount of €37,528,650.55, used for the allocation of bonus shares and resulting from the various buyback programmes that the Company was able to implement via various investment services providers and authorised by the Shareholders' Meeting of 23 July 2020.

A detailed report on the share buyback transactions carried out in 2025/2026 can be found in the 2025/2026 Universal Registration Document. An online version of the description of the buyback programme will be available on the Company's website before the Shareholders' Meeting. The buyback programme has the same purpose as that of the programme you approved in previous years, in order of decreasing priority.

The authorisation would be granted within the following limits:

- maximum percentage of the share capital authorised for purchase: 10% of the share capital, i.e. a maximum number of 5,035,496 shares, less the 223,491 treasury shares held at 31 March 2026;
- maximum unit purchase price: €350;
- total maximum amount of the programme: €1,762,423,915;
- duration: 18 months.

Share buyback transactions may be carried out at any time, except during a public takeover offer.

Treasury shares have no voting rights and dividends accruing to them are carried forward as retained earnings.

The Board of Directors will inform the shareholders in its annual management report of the transactions carried out pursuant to this resolution.

SIXTEENTH RESOLUTION

(Authorisation for the Board of Directors to trade in the Company's shares)

The Shareholders' Meeting ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the items provided in the 2025/2026 Universal Registration Document including all the information required in the description of the programme, authorises the Board of Directors, with the option to subdelegate, in accordance with Articles L. 22-10-62 et seq. of the French Commercial Code, Articles 241-1 et seq. of the AMF General Regulation and the European regulations applicable to market abuse, in particular regulation (EU) No. 596/2014 of 16 April 2014, to perform transactions on the Company's shares, under the conditions and within the limits provided for by these texts, in decreasing order of priority:

- A. to cancel shares purchased as part of a capital reduction, subject to the adoption of the seventeenth resolution submitted to this Shareholders' Meeting;
- B. to deliver all or part of the shares acquired upon the exercise of the rights attached to marketable securities giving the right, by conversion, exercise, redemption or exchange or by any other manner, to the allocation of Company shares pursuant to applicable regulations;
- C. to allocate all or part of the shares acquired for employees and/or corporate officers of the Company and/or companies related to it in accordance with the terms and conditions provided by law, as part of (i) sharing in the business's profits, (ii) any bonus share allocation plan under Articles L.225-197-1 et seq. of the French Commercial Code; (iii) any savings plan in accordance with Articles L. 3332-1 et seq. of the French Labour Code, and carry out any hedging transactions in connection with these transactions under the terms and conditions stipulated by law;
- D. to hold all or part of the shares acquired with a view to their subsequent exchange or use as payment in relation to acquisitions, contributions, mergers and demergers, in accordance with recognised market practices and pursuant to applicable regulations;
- E. to ensure liquidity or promote trading in the secondary market in Rémy Cointreau shares via an independent investment services provider, under the terms of a liquidity agreement that complies with the market practices authorised by the AMF; and
- F. more generally, to carry out any other transaction currently permitted or which may be permitted at a later time, by law or current regulations or by the AMF.

The purchase, sale, transfer or exchange of these shares may be carried out at any time under the legal and regulatory conditions, except during a public takeover offer, and by any means, in particular on the market or over the counter, including in the form of block purchase or sale transactions, including with individual shareholders, through the use of derivatives, warrants or securities giving access to the Company's shares, as well as the use of hedging strategies, in accordance with applicable regulations.

The Shareholders' Meeting sets:

- at €350 per share, excluding acquisition costs, the maximum purchase price (or a value equating to this amount on the same date in any other currency), and at €1,762,423,915, excluding trading costs, the maximum total amount to cover this share buyback programme, subject to adjustments in connection with any transactions on the Company's share capital, and/or the par value of the shares, it being specified that in the event of a capital transaction, in particular a stock split or reverse stock split or a bonus share grant to shareholders, the price and the maximum amount indicated above shall be adjusted by applying a multiplier equal to the ratio between the number of shares making up the share capital before the transaction and the number after the transaction;
- the number of shares that may be purchased, at 10% of the shares making up the share capital, i.e. 5,035,496 shares, given the number of treasury shares held by the Company as of 31 March 2026, it being specified that (a) this limit is applicable to an amount of the Company's share capital, which may, if necessary, be adjusted to take account of transactions subsequent to this Shareholders' Meeting that affect the share capital and (b) that in the event the shares are purchased to promote the liquidity of Rémy Cointreau under the terms and conditions laid down by the AMF General Regulation, the number of shares used to calculate this 10% limit equates to the number of shares purchased less the number of shares sold during the period of this authorisation.

In accordance with the provisions of Article L. 225-210 of the French Commercial Code, the Company may not own, either directly or via a person acting in their own name but on the Company's behalf, more than 10% of its own shares, nor more than 10% of a particular category.

The Shareholders' Meeting gives all powers to the Board of Directors, with the option to subdelegate, in accordance with legal and regulatory requirements, to (i) place any order on a stock market or off-market, allocate or re-allocate the shares to the various intended purposes, sign all sale or transfer agreements, enter into all agreements and option contracts, make all declarations and complete all formalities with all bodies, and, generally, do whatever is necessary for the execution of the decisions it takes under this authorisation and, (ii) adjust the unit price and the maximum number of shares to be purchased, in accordance with the change in the number of shares or in the par value resulting from any financial transactions performed by the Company.

The Board of Directors will inform the Shareholders' Meeting each year of the transactions performed under this resolution.

The authorisation granted to the Board of Directors is valid for a period of eighteen (18) months as from this Shareholders' Meeting and cancels, for the unused portion, the delegations granted by the Combined Shareholders' Meeting of 22 July 2025 under the seventeenth resolution.

EXTRAORDINARY BUSINESS

17th resolution

AUTHORISATION TO REDUCE THE SHARE CAPITAL VIA THE CANCELLATION OF TREASURY SHARES HELD BY THE COMPANY

EXPLANATORY STATEMENT

The **seventeenth** resolution provides the Board of Directors with the option of cancelling, in accordance with Article L. 22-10-62 of the French Commercial Code, by way of a capital reduction, the shares purchased by the Company pursuant to the authorisation granted by your Meeting in the sixteenth resolution or purchased under the previous authorisations for the Company to buy and sell its own shares, within the legal limit of 10% of the share capital per 24-month period.

This authorisation would be valid for a maximum period of 18 months from the date of this Shareholders' Meeting, and would render ineffective all prior authorisations.

During the 2025/2026 financial year, the Board of Directors has not made use of this authorisation.

SEVENTEENTH RESOLUTION

(Authorisation enabling the Board of Directors to reduce the share capital via the cancellation of treasury shares held by the Company)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, authorises the Board of Directors, with the option to subdelegate under legal and regulatory requirements, in accordance with Article L. 22-10-62 of the French Commercial Code:

- to cancel, on one or more occasions, in the proportions and at the times it deems fit, all or part of the shares under the implementation of any authorisation granted by the Ordinary Shareholders' Meeting pursuant to Article L. 22-10-62 of the French Commercial Code, within the limit of 10% of the total number of shares making up the share capital per twenty-four (24)-month period, on the understanding that the limit of 10% applies to

an amount of the Company's share capital that will be adjusted, where applicable, in order to take into account the transactions subsequent to this Shareholders' Meeting that affect the share capital, and accordingly reduce the share capital by charging the difference between the purchase price of the shares and their par value to any reserve and paid-in capital items available, including over the legal reserve up to 10% of the planned capital reduction;

- to determine the final amount of this or these capital reductions, set their terms and conditions and record their execution;
- to make the corresponding amendments to the Articles of Association and, more generally, do whatever is necessary for the implementation of this authorisation.

This authorisation is granted for a period of eighteen (18) months from the date of this Shareholders' Meeting and supersedes, for the unused amounts, the delegation granted by the Combined Shareholders' Meeting of 22 July 2025 under its eighteenth resolution.

Financial authorisations

EXPLANATORY STATEMENT

Over the years, the Shareholders' Meeting has regularly granted your Board of Directors the delegations and authorisations necessary for the purpose of carrying out capital increases, allowing it, within the limit of the ceilings set by the Shareholders' Meeting, to carry out financing transactions best suited to the market context enabling the Company's development and to carry out the financial transactions useful to its strategy, in addition to the debt that may be issued.

The table summarising the financial authorisations granted to the Board of Directors valid until this Shareholders' Meeting and the use made of these delegations is shown in the 2025/2026 Universal Registration Document.

The new authorisations, which are standard and in line with market practice, are a continuation of those authorised by the previous meetings in terms of their amount, cap and duration (26 months).

The delegations provided for by these resolutions relate to the issue of equity securities and marketable securities giving access, immediately or in the future, to the share capital with maintenance or cancellation of preferential subscription rights.

These issues could have the effect of increasing the Company's share capital, leading, where applicable, to a dilution of existing shareholders.

The policy of Rémy Cointreau's Board of Directors is, in principle, to favour the increase with maintenance of the shareholders' preferential subscription rights. However, it may be necessary to cancel shareholders' preferential subscription rights; in this case, the Shareholders' Meeting will grant shareholders a priority subscription period for the entire issue of three trading days, it being specified that this priority right will not give rise to the creation of negotiable rights, but may, if the Board of Directors deems it appropriate, be exercised on an irreducible or reducible basis.

The maximum nominal amount for immediate or future share capital increases that may be carried out under the authorisations to be granted would be:

- (i) twenty (20) million euros (i.e. 23.76% of the share capital – "Overall Cap") with maintenance of preferential subscription rights;
- (ii) fifteen (15) million euros (i.e. 17.82% of the share capital – "Sub-Cap") without preferential subscription rights.

The par value of the debt securities that may be issued under these authorisations (including through issues of convertible, exchangeable or repayable bonds) would be five hundred million euros (€500 million).

The Sub-Cap would be common to the issues described below depending on the type of planned transaction, namely:

- capital increases, without preferential subscription rights, through a public offer (**nineteenth resolution**) or by private placement (to qualified investors) (**twentieth resolution**). This latter form of financing may prove to be faster and simpler than a capital increase through a public offering and makes it possible to carry out capital increases with qualified investors or a limited circle of investors in order to facilitate the Company's access to capital due to more favourable issue conditions or when the speed of transactions is an essential condition for their success. In accordance with the Law of 13 June 2024, known as the "loi Attractivité", you are asked to grant the Board of Directors the discretion to set the issue price. As part of these resolutions, you are also asked to delegate your authority to the Board of Directors to issue complex securities to intra-Group issues, in order to decide on the issue of shares and securities representing a portion of Rémy Cointreau's share capital to be issued which would provide an entitlement to marketable securities issued by companies in which Rémy Cointreau directly or indirectly holds more than half of the share capital (a "controlled company") or by any company holding, directly or indirectly, more than half of the share capital of Rémy Cointreau (a "controlling company").

In the **twenty-first resolution** (over-allotment clause), you are asked to enable the Board of Directors to seize opportunities on the financial market, by authorising it to decide on additional issues, for any capital increase with or without preferential subscription rights, within 30 days of the closing of the subscription, at the same price and up to a limit of 15% of the initial issue.

The **twenty-second resolution** would allow the Company to propose to the shareholders of a listed company to exchange their shares for Rémy Cointreau shares issued for this purpose and thus give the Company the possibility of acquiring shares of the company concerned without resorting to bank loans. The Board of Directors would have full powers to set the exchange ratio and, where applicable, the amount of the cash balance to be paid.

Issues in consideration for contributions in kind of securities of another company other than a public exchange offer, in the **twenty-third resolution**, would facilitate the completion by Rémy Cointreau of acquisitions or mergers with other companies without having to pay a cash price. The Board of Directors would have the necessary powers to rule on the report of the contribution auditor(s), the valuation of the contributions and the specific benefits and their values.

In the **twenty-fourth resolution**, you are asked to authorise the Board of Directors to increase the share capital by incorporating reserves, profits, premiums or other amounts that may be capitalised up to a nominal amount of €20 million. This independent ceiling that is separate from the ceilings for capital increases authorised by the other resolutions is justified by the different nature of the incorporation of reserves, profits or premiums since they occur either by the allocation of bonus shares granted to shareholders or by increasing the par value of existing shares, without dilution for shareholders and without any change in the volume of the Company's equity.

Description of the authorisation	Resolution No.	Nominal amount of the authorisation	Validity period of the authorisation
Issue of shares and/or marketable securities giving access to share capital and/or marketable securities granting entitlement to the allocation of debt securities, with preferential subscription rights	No. 18	€20,000,000 capital increase €500,000,000 in debt securities	26 months
Issue of shares and/or marketable securities giving access to the share capital without preferential subscription rights and/or the issue of marketable securities granting entitlement to the allocation of debt securities without preferential subscription rights:	No. 19 No. 20	€15,000,000 capital increase €500,000,000 in debt securities	26 months
■ by way of a public offering; ■ through private placements.			
Increase in the number of shares to be issued in the event of over-subscription	No. 21	limited to 15% of the initial issue	26 months
Capital increase in consideration for contributions of securities in the event of public exchange offer	No. 22	€15,000,000	26 months
Capital increase in consideration for contributions in kind	No. 23	limited to 10% of the share capital	26 months
Capital increase by incorporation of reserves, profits or premiums	No. 24	€20,000,000	26 months

18th resolution

ISSUANCE OF EQUITY SECURITIES AND MARKETABLE SECURITIES GIVING ACCESS TO THE SHARE CAPITAL WITH PREFERENTIAL SUBSCRIPTION RIGHTS

EIGHTEENTH RESOLUTION

(Delegation of authority to the Board of Directors to issue ordinary shares and/or marketable securities giving access to the Company's share capital and/or marketable securities giving rights to the allocation of debt securities, with maintenance of shareholders' preferential subscription rights)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and ruling in accordance with the provisions of Articles L. 225-129 et seq. of the French Commercial Code, in particular Articles L. 225-129 to L. 225-129-6, L. 225-132, L. 225-133, L. 225-134, of Article L. 22-10-49 and Articles L. 228-91 et seq. of the French Commercial Code:

- delegates to the Board of Directors, with the option of subdelegation in accordance with the law and the Company's

Articles of Association, the authority to decide and carry out, on one or more occasions, in the proportions and at the times it deems appropriate, the issue, both in France and abroad, in euros or any other currency (including in any other unit of account established by reference to a set of currencies), with maintenance of shareholders' preferential subscription rights of:

- (i) ordinary Company shares,
- (ii) marketable securities of any kind whatsoever, issued free of charge or against payment, giving access by any means, immediately or in the future, to existing or future shares of the Company, or
- (iii) marketable securities of any kind, issued for consideration or free of charge, giving access by any means, immediately or in the future, to existing or future shares of a company in which it directly or indirectly holds more than half of the share capital (a "**Subsidiary**");

- resolves that the marketable securities giving access to the Company's share capital or that of a Subsidiary thus issued may consist of debt securities or be associated with the issue of such securities, or allow the issue thereof as intermediate securities, and that the debt securities issued under this delegation may in particular take the form of subordinated or unsubordinated notes, with or without a fixed term, and be issued either in euros or in any other currency;
- resolves that subscriptions may be made in cash, in particular by offsetting against liquid and payable receivables, or partly in cash and partly by capitalisation of reserves, profits or issue premiums;
- resolves that the maximum nominal amount of the share capital increases that may be carried out, immediately or in the future, under this delegation may not exceed twenty (20) million euros, or the equivalent value of this amount on the date of the issue decision, in the event of an issue in another currency or in a unit of account set by reference to several currencies, it being specified that:
 - (i) from this ceiling shall also be deducted the nominal amount of any capital increase resulting, or likely to result in the future, from the nineteenth, twentieth, twenty-second and twenty-third resolutions of this Shareholders' Meeting, and
 - (ii) where applicable, the nominal amount of any capital increases resulting from ordinary shares to be issued in order to maintain the rights of holders of marketable securities conferring access to the share capital of the Company, in accordance with the law and with any applicable contractual provisions, shall be added to this amount,
- resolves that the maximum nominal amount of debt securities that may be issued under this delegation may not exceed five hundred (500) million euros, or the equivalent value of this amount on the date of the issue decision, in the event of an issue in another currency or in a unit of account set by reference to several currencies, not taking into account any adjustments that may be made in accordance with the law. This ceiling is common to all debt securities that may be issued as a result of this resolution as well as the nineteenth, twentieth, twenty-second and twenty-third resolutions submitted to this Shareholders' Meeting. This ceiling will be increased, where applicable, by any redemption premium above par;
- resolves that shareholders may exercise their preferential subscription rights on an irreducible basis, under the conditions provided for by law. In addition, the Board of Directors shall have the option to grant shareholders the right to subscribe on a reducible basis for a greater number of ordinary shares or marketable securities than they could subscribe on an irreducible basis, in proportion to their subscription rights, and in any event, within the limit of their request;
- resolves that if the subscriptions on an irreducible basis and, where applicable, on a reducible basis have not absorbed the entire issue of shares or marketable securities carried out pursuant to this resolution, the Board of Directors may use, in the order it deems appropriate, one or more of the options offered by Article L. 225-134 of the French Commercial Code;
- notes that this delegation automatically entails, in favour of the holders of marketable securities issued under this resolution and giving access to the Company's share capital, the waiver by the shareholders of their preferential subscription rights to the ordinary shares to which these securities give entitlement;
- resolves that the amount paid or due to the Company for each of the shares issued under the aforementioned delegation shall be at least equal to the par value of the shares;
- resolves that the Company's share subscription warrants may be issued either (i) by subscription offer or (ii) by free allocation to owners of existing shares, it being specified that fractional allocation rights and the corresponding shares will be sold under the conditions set by Article L. 228-6-1 of the French Commercial Code;
- resolves that the Board of Directors may not, without the prior authorisation of the Shareholders' Meeting, make use of this delegation as from the filing by a third party of a proposed takeover bid for the Company's shares, until the end of the offer;
- grants full powers to the Board of Directors, with the option of subdelegation under the conditions set by law, to implement this delegation, in particular, to: set the terms, conditions and procedures, including the dates of the issues; determine the number and characteristics of the securities that would be issued under this resolution, including, in the case of debt securities, their ranking, their interest rate and the terms of interest payment, their currency of issue, term and terms of repayment and amortisation; set the dividend date, even retroactive, of the securities that may be issued under this resolution; set the terms and conditions under which the Company will have the option to buy back or exchange the securities that may be issued under this resolution; suspend, where applicable, the exercise of the Company's share allocation rights attached to the securities, in accordance with the regulations in force; set the terms and conditions under which the rights of holders of marketable securities will be preserved, in accordance with the regulations in force and the terms and conditions of the said securities; if necessary, modify the terms and conditions of the securities that would be issued under this resolution, during the life of the securities concerned and in compliance with the applicable formalities; make all allocations and deductions from the premium(s), including in respect of expenses incurred for the issues; and, more generally, take all necessary measures, enter into all agreements, request all authorisations, carry out all formalities and do whatever is necessary to successfully complete the planned issues or postpone them, and in particular to record the resulting capital increase(s) immediately or in the future for any issue carried out pursuant to this delegation, amend the Articles of Association accordingly and request the admission to trading of the securities issued pursuant to this resolution wherever it so decides.

The delegation thus granted to the Board of Directors is valid for a period of twenty-six (26) months from the date of this meeting and supersedes the unused portion of any previous delegation having the same purpose.

19th resolution

ISSUANCE OF EQUITY SECURITIES AND MARKETABLE SECURITIES GIVING ACCESS TO THE SHARE CAPITAL WITH CANCELLATION OF PREFERENTIAL SUBSCRIPTION RIGHTS, BY PUBLIC OFFERING

NINETEENTH RESOLUTION

(Delegation of authority to the Board of Directors to issue ordinary shares and/or marketable securities giving access to the Company's share capital and/or marketable securities giving rights to the allocation of debt securities, with cancellation of shareholders' preferential subscription rights, by public offering)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and acting in accordance with the provisions of Articles L. 225-129 et seq. of the French Commercial Code, notably Articles L. 225-129-2 to L. 225-129-6, L. 225-131, L. 225-135, L. 225-136, L. 22-10-49, L. 22-10-51 and L. 22-10-52, as well as Articles L. 228-91 et seq. of the French Commercial Code:

- delegates to the Board of Directors, with the option of subdelegation under the conditions set by the law and the Company's Articles of Association, the authority to decide and carry out, on one or more occasions, in the proportions and at the times it deems appropriate, the issue, both in France and abroad, in euros, or in any other currency (including in any other unit of account established by reference to a set of currencies), by way of a public offering, other than the one referred to in paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code of:
 - (i) ordinary Company shares,
 - (ii) marketable securities of any kind whatsoever, issued free of charge or against payment, giving access by any means, immediately or in the future, to existing or future shares of the Company,
 - (iii) or marketable securities of any kind, issued for consideration or free of charge, giving access by any means, immediately or in the future, to existing or future shares of a company in which it directly or indirectly holds more than half of the share capital (a "Subsidiary");
- resolves that the marketable securities giving access to the Company's share capital or that of a Subsidiary thus issued may consist of debt securities or be associated with the issue of such securities, or allow the issue thereof as intermediate securities, and that the debt securities issued under this delegation may in particular take the form of subordinated or unsubordinated notes, with or without a fixed term, and be issued either in euros or in any other currency;
- resolves that subscriptions may be made in cash, in particular by offsetting against liquid and payable receivables due from the Company;
- resolves that the maximum nominal amount of the share capital increases that may be carried out, immediately and/or in the future, under this delegation may not exceed fifteen (15) million euros, or the equivalent value of this amount on the date of the issue decision, in the event of an issue in another currency or in a unit of account set by reference to several currencies, it being specified that:
 - where applicable, the nominal amount of any capital increases resulting from ordinary shares to be issued in order to maintain the rights of holders of marketable securities conferring access to the share capital of the Company, in accordance with the law and with any applicable contractual provisions, shall be added to this amount,
 - the maximum cumulative nominal amount of capital increases that may be carried out pursuant to this resolution, and the eighteenth, twentieth, twenty-second and twenty-third

resolutions submitted to this Shareholders' Meeting may not exceed the ceiling of twenty million euros (€20,000,000) set in the eighteenth resolution;

- resolves that the maximum nominal amount of the debt securities that may be issued under this resolution may not exceed five hundred (500) million euros or the equivalent value of this amount on the date of the issue decision, in the event of an issue in another currency or in a unit of account set by reference to several currencies, it being specified that this ceiling is deducted from the overall cap of five hundred (500) million euros set in the eighteenth resolution of this Meeting. This ceiling will be increased, where applicable, by any redemption premium above par;
- resolves that, in accordance with paragraph 1 of Article L. 22-10-52 of the French Commercial Code, the issue price of equivalent equity securities shall be determined at the sole discretion of the Board of Directors;
- resolves that the issue price of marketable securities giving access to the share capital and the number of shares to which the conversion, redemption or, more generally, the restructuring of each security may entitle the holder, will be such that the amount immediately received by the Company, increased where applicable by any amount that it may subsequently receive, will be, for each of the ordinary shares issued as a result of the issue of these marketable securities, at least equal to the price set at the discretion of the Board of Directors;
- resolves to cancel shareholders' preferential subscription rights to the ordinary shares and securities giving access to the share capital to be issued on the basis of this resolution, up to the amount defined above, and to grant shareholders a priority subscription period over the entire issue. The priority subscription period may be no less than 3 (three) trading days. This priority right will not give rise to the creation of negotiable rights, but may, if the Board of Directors deems it appropriate, be exercised on an irreducible or reducible basis
- resolves that if the subscriptions have not absorbed the entire issue of shares or marketable securities, the Board of Directors may limit the issue to the amount of subscriptions received, provided that this amount is at least three-quarters of the issue decided;
- notes, as necessary, that this aforementioned delegation automatically entails, in favour of the holders of marketable securities issued under this resolution, the waiver by the shareholders of their preferential subscription rights to the ordinary shares to which these securities give entitlement;
- authorises the issue by (i) any company in which Rémy Cointreau directly or indirectly holds more than half of the share capital ("the controlled company") of marketable securities giving entitlement to be allocated by any means, immediately or in the future to shares to be issued in Rémy Cointreau and/or (ii) by any company directly or indirectly holding more than half of the share capital of Rémy Cointreau ("the controlling company"), of marketable securities giving rights to the allocation by any means, immediately or in the future, to shares to be issued in Rémy Cointreau;
- delegates to the Board of Directors the authority to issue shares and marketable securities giving access to the share capital of Rémy Cointreau to which these securities would give entitlement, which may be issued by a controlled company and/or a controlling company, subject to the approval of Rémy Cointreau's Board of Directors;
- resolves to waive the preferential subscription rights of Rémy Cointreau's shareholders to the shares and securities to be issued

pursuant to this delegation and notes that this decision entails the express waiver by Rémy Cointreau shareholders of their preferential subscription right to subscribe to Rémy Cointreau shares or marketable securities giving access to Rémy Cointreau's share capital to which these securities give rights, for the benefit of holders of securities issued under this delegation and giving access to Rémy Cointreau's share capital;

- resolves that the ceiling of the nominal amount of the capital increase resulting from the issues carried out or securities representing a portion of the share capital allocated as a result of the issue of marketable securities by a controlled company or a controlling company is set at fifteen (15) million euros, it being specified that this cap is deducted from the overall maximum cap set by this resolution and that it is set without taking into account the Company's shares to be issued as adjustments that may be implemented in accordance with the law and, where applicable, the contractual provisions;
- resolves that the Board of Directors may not, without the prior authorisation of the Shareholders' Meeting, make use of this delegation as from the filing by a third party of a proposed takeover bid for the Company's shares, until the end of the offer period;
- grants full powers to the Board of Directors, with the option of subdelegation under the conditions set by law, to implement this delegation, in particular, to: set the terms, conditions and procedures, including the dates of the issues; determine the number and characteristics of the securities that would be issued under this resolution, including, in the case of debt securities, their ranking, their interest rate and the terms of interest payment, their currency of issue, term and terms of repayment and amortisation; set the dividend date, even retroactive, of the securities that may be issued under this resolution; set the terms and conditions under which the Company will have the option to buy back or exchange

the securities that may be issued under this resolution; suspend, where applicable, the exercise of the Company's share allocation rights attached to the securities, in accordance with the regulations in force; set the terms and conditions under which the rights of holders of marketable securities will be preserved, in accordance with the regulations in force and the terms and conditions of the said securities; if necessary, modify the terms and conditions of the securities that would be issued under this resolution, during the life of the securities concerned and in compliance with the applicable formalities; make all allocations and deductions from the premium(s), including in respect of expenses incurred for the issues; and, more generally, take all necessary measures, enter into all agreements, request all authorisations, carry out all formalities and do whatever is necessary to successfully complete the planned issues or postpone them, and in particular to record the resulting capital increase(s) immediately or in the future for any issue carried out pursuant to this delegation, amend the Articles of Association accordingly and request the admission to trading of the securities issued pursuant to this resolution wherever it so decides; in agreement with the Board of Directors or the Chairman of the Company or companies wishing to carry out an issue, set the amounts to be issued, determine the form of the marketable securities to be created and all the terms of issue and in general, enter into all agreements, take all measures and carry out all necessary formalities for the completion of the planned issues, it being understood that the Board of Directors will have to set the exchange parities, as well as, where applicable, the amount in cash to be paid.

The delegation thus granted to the Board of Directors is valid for a period of twenty-six (26) months from the date of this meeting and supersedes the unused portion of any previous delegation having the same purpose.

20th resolution

ISSUANCE OF EQUITY SECURITIES AND MARKETABLE SECURITIES GIVING ACCESS TO THE SHARE CAPITAL WITH CANCELLATION OF PREFERENTIAL SUBSCRIPTION RIGHTS, BY PRIVATE PLACEMENT

TWENTIETH RESOLUTION

(Delegation of authority to the Board of Directors to issue ordinary shares and/or marketable securities giving access to the share capital and/or marketable securities giving rights to the allocation of debt securities, with cancellation of shareholders' preferential subscription rights, through private placements referred to in paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and ruling in accordance with Articles L. 225-129 et seq. of the French Commercial Code, in particular Articles L. 225-129-2, L. 225-131, L. 225-135, L. 225-136, L. 22-10-49, L. 22-10-51 and L. 22-10-52, together with Articles L. 228-91 et seq. of the French Commercial Code and Article L. 411-2 paragraph 1 of the French Monetary and Financial Code:

- delegates to the Board of Directors, with the option of subdelegation in accordance with the law and the Company's Articles of Association, the authority to decide and carry out, on one or more occasions, in the proportions and at the times it deems appropriate, the issue, both in France and abroad, in euros or any other currency (including in any other unit of account established by reference to a set of currencies), by way of an offer made as part of a private placement within the meaning of paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code:

- (i) ordinary Company shares,
- (ii) marketable securities of any kind whatsoever, issued free of charge or against payment, giving access by any means, immediately or in the future, to existing or future shares of the Company,
- (iii) marketable securities of any kind, issued for consideration or free of charge, giving access by any means, immediately or in the future, to existing or future shares of a company in which it directly or indirectly holds more than half of the share capital (a "Subsidiary");

- resolves that the marketable securities giving access to the Company's share capital or that of a Subsidiary thus issued may consist of debt securities or be associated with the issue of such securities, or allow the issue thereof as intermediate securities, and that the debt securities issued under this delegation may in particular take the form of subordinated or unsubordinated notes, with or without a fixed term, and be issued either in euros or in any other currency;
- resolves that subscriptions may be made in cash, in particular by offsetting against liquid and payable receivables due from the Company;
- resolves that the maximum nominal amount of capital increases that may be carried out, immediately or in the future, under this delegation, may not exceed either 20% of the share capital over a period of 12 months, or fifteen (15) million euros or the equivalent value of this amount on the date of the issue decision, in the event of an issue in another currency or in a unit of account set by reference to several currencies, it being specified that:

- where applicable, the nominal amount of any capital increases resulting from ordinary shares to be issued in order to maintain the rights of holders of marketable securities conferring access to the share capital of the Company, in accordance with the law and with any applicable contractual provisions, shall be added to this amount,
- the nominal amount of any capital increase carried out pursuant to this delegation will be deducted from the ceiling of fifteen (15) million euros set in the nineteenth resolution.
- the maximum cumulative nominal amount of capital increases that may be carried out pursuant to this resolution, the eighteenth, nineteenth, twenty-second and twenty-third resolutions submitted to this Shareholders' Meeting may not exceed the ceiling of twenty (20) million euros set in the eighteenth resolution;
- resolves that the maximum nominal amount of the debt securities that may be issued under this resolution may not exceed five hundred (500) million euros or its equivalent value on the date of the issue decision, in the event of an issue in another currency or in a unit of account set by reference to several currencies, it being specified that this amount is deducted from the overall cap of five hundred (500) million euros set in the eighteenth resolution;
- resolves that, in accordance with paragraph 1 of Article L. 22-10-52 of the French Commercial Code, the issue price of equivalent equity securities shall be determined at the sole discretion of the Board of Directors;
- resolves that the issue price of marketable securities giving access to the share capital and the number of shares to which the conversion, redemption or, more generally, the restructuring of each security may entitle the holder, will be such that the amount immediately received by the Company, increased where applicable by any amount that it may subsequently receive, will be, for each of the ordinary shares issued as a result of the issue of these marketable securities, at least equal to the price set at the discretion of the Board of Directors;
- resolves to cancel shareholders' preferential subscription rights to ordinary shares and marketable securities giving access to the share capital to be issued on the basis of this resolution;
- resolves that if the subscriptions have not absorbed the entire issue of shares or marketable securities, the Board of Directors may limit the issue to the amount of subscriptions received, provided that this amount is at least three-quarters of the issue decided;
- notes, as necessary, that this delegation automatically entails, in favour of the holders of marketable securities giving access to the Company's share capital issued under this resolution, the waiver by the shareholders of their preferential subscription rights to the shares to which these marketable securities may give entitlement;
- resolves to waive the preferential subscription rights of Rémy Cointreau's shareholders to the shares and securities to be issued pursuant to this delegation and notes that this decision entails the express waiver by Rémy Cointreau shareholders of their preferential subscription right to subscribe to Rémy Cointreau shares or marketable securities giving access to Rémy Cointreau's share capital to which these securities give rights, for the benefit of holders of securities issued under this delegation and giving access to Rémy Cointreau's share capital;
- resolves that the ceiling of the nominal amount of the capital increase resulting from the issues carried out or securities representing a portion of the share capital allocated as a result of the issue of marketable securities by a controlled company or a controlling company is set at fifteen (15) million euros, it being specified that this cap is deducted from the overall maximum cap set by the nineteenth resolution of this meeting and that it is set without taking into account the Company's shares to be issued as adjustments that may be implemented in accordance with the law and, where applicable, the contractual provisions;
- resolves that the Board of Directors may not, without the prior authorisation of the Shareholders' Meeting, make use of this delegation as from the filing by a third party of a proposed takeover bid for the Company's shares, until the end of the offer period;
- grants full powers to the Board of Directors, with the option of subdelegation under the conditions set by law, to implement this delegation, in particular, to: set the terms, conditions and procedures, including the dates of the issues; determine the number and characteristics of the securities that would be issued under this resolution, including, in the case of debt securities, their ranking, their interest rate and the terms of interest payment, their currency of issue, term and terms of repayment and amortisation; set the dividend date, even retroactive, of the securities that may be issued under this resolution; set the terms and conditions under which the Company will have the option to buy back or exchange the securities that may be issued under this resolution; suspend, where applicable, the exercise of the Company's share allocation rights attached to the securities, in accordance with the regulations in force; set the terms and conditions under which the rights of holders of marketable securities will be preserved, in accordance with the regulations in force and the terms and conditions of the said securities; if necessary, modify the terms and conditions of the securities that would be issued under this resolution, during the life of the securities concerned and in compliance with the applicable formalities; make all allocations and deductions from the premium(s), including in respect of expenses incurred for the issues; and, more generally, take all necessary measures, enter into all agreements, request all authorisations, carry out all formalities and do whatever is necessary to successfully complete the planned issues or postpone them, and in particular to record the resulting capital increase(s) immediately or in the future for any issue carried out pursuant to this delegation, amend the Articles of Association accordingly and request the admission to trading of the securities issued pursuant to this resolution wherever it so decides; in agreement with the Board of Directors or the Chairman of the Company or companies wishing to carry out an issue, set the amounts to be issued, determine the form of the marketable securities to be created and all the terms of issue and in general, enter into all agreements, take all measures and carry out all necessary formalities for the completion of the planned issues.

The Shareholders' Meeting:

- authorises the issue by (i) any company in which Rémy Cointreau directly or indirectly holds more than half of the share capital ("the controlled company") of marketable securities giving entitlement to be allocated by any means, immediately or in the future to shares to be issued in Rémy Cointreau and/or (ii) by any company directly or indirectly holding more than half of the share capital of Rémy Cointreau ("the controlling company"), of marketable securities giving rights to the allocation by any means, immediately or in the future, to shares to be issued in Rémy Cointreau;
- delegates to the Board of Directors the authority to issue shares and marketable securities giving access to the share capital of Rémy Cointreau to which these securities would give entitlement, which may be issued by a controlled company and/or a controlling company, subject to the approval of Rémy Cointreau's Board of Directors;

The delegation thus granted to the Board of Directors is valid for a period of twenty-six (26) months from the date of this meeting and supersedes the unused portion of any previous delegation having the same purpose.

21st resolution

INCREASE IN THE NUMBER OF SECURITIES TO BE ISSUED IN THE EVENT OF AN ISSUE WITH MAINTENANCE OR CANCELLATION OF SHAREHOLDERS' PREFERENTIAL SUBSCRIPTION RIGHTS

TWENTY-FIRST RESOLUTION

(Authorisation for the Board of Directors to increase the number of securities to be issued in the event of excess demand, up to a limit of 15% of the initial issue, with maintenance or cancellation of shareholders' preferential subscription rights)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, in accordance with Article L. 225-135-1 of the French Commercial Code:

- authorises the Board of Directors, with the option of subdelegation under the legal and regulatory conditions, to decide, in the event

of a capital increase with or without preferential subscription rights, to increase the number of securities to be issued, within thirty days of the closing of the subscription and within the limit of 15% of the initial issue and at the same price as that used for the initial issue, subject to compliance with the ceiling provided for in the resolution pursuant to which the issue is decided.

The delegation thus granted to the Board of Directors is valid for a period of twenty-six (26) months from the date of this meeting and supersedes the unused portion of any previous delegation having the same purpose.

22nd resolution

PUBLIC EXCHANGE OFFER INITIATED BY THE COMPANY

TWENTY-SECOND RESOLUTION

(Delegation of authority to the Board of Directors to issue ordinary shares and/or marketable securities giving access to the share capital and/or marketable securities giving rights to the allocation of debt securities, with cancellation of shareholders' preferential subscription rights, in the event of a public exchange offer initiated by the Company)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and ruling in accordance with the provisions of Articles L. 225-129 et seq. of the French Commercial Code, in particular Articles L. 225-129-2 to and L. 225-129-6, L. 225-148 and Articles L. 22-10-49 and L. 22-10-54 and Articles L. 228-91 and L. 228-92 of the French Commercial Code:

- delegates to the Board of Directors, with the option of subdelegation under the conditions set by the law and the Company's Articles of Association, the authority to decide and carry out, on one or more occasions, in the proportions and at the times it deems appropriate, the issuance, both in France and abroad of:
 - (i) ordinary Company shares,
 - (ii) marketable securities of any kind whatsoever, issued free of charge or against payment, giving access by any means, immediately or in the future, to existing or future shares of the Company;
- in consideration for the securities contributed to an offer including an exchange component (on a principal or subsidiary basis) initiated

by the Company in France or abroad, according to local rules (including any transaction having the same effect as a public exchange offer or equivalent), on the securities of a company whose shares are admitted to trading on one of the regulated markets referred to in Article L. 22-10-54 of the aforementioned French Commercial Code, and resolves, as necessary, to cancel, in favour of the holders of these securities, the shareholders' preferential subscription rights to these shares and marketable securities;

- resolves that the marketable securities giving access to the Company's share capital thus issued may consist of debt securities or be associated with the issue of such securities, or allow the issue thereof as intermediate securities, and that the debt securities issued under this delegation may in particular take the form of subordinated or unsubordinated notes, with or without a fixed term, and be issued either in euros or in any other currency;
- resolves that the maximum nominal amount of the capital increases which could be carried out, immediately or in future, under this authorisation may not exceed fifteen (15) million euros, it being specified that:
 - where applicable, the nominal amount of any capital increases resulting from ordinary shares to be issued in order to maintain the rights of holders of marketable securities conferring access to the share capital of the Company, in accordance with the law and with any applicable contractual provisions, shall be added to this amount,
 - the nominal amount of any capital increase carried out pursuant to this delegation will be deducted from the ceiling of fifteen (15) million euros set in the nineteenth resolution.

- the maximum cumulative nominal amount of capital increases that may be carried out pursuant to this resolution, the eighteenth, nineteenth, twentieth and twenty-third resolutions submitted to this Shareholders' Meeting may not exceed the ceiling of twenty (20) million euros set in the eighteenth resolution;
- resolves that the maximum nominal amount of the debt securities that may be issued under this resolution may not exceed five hundred (500) million euros or its equivalent value on the date of the issue decision, in the event of an issue in another currency or in a unit of account set by reference to several currencies, it being specified that this amount is deducted from the overall cap of five hundred (500) million euros set in the eighteenth resolution;
- notes, as necessary, that this delegation automatically entails, in favour of the holders of marketable securities giving access to the Company's share capital issued under this resolution, the waiver by the shareholders of their preferential subscription rights to the shares to which these securities may give entitlement;
- resolves that the Board of Directors may not, without the prior authorisation of the Shareholders' Meeting, make use of this delegation as from the filing by a third party of a proposed takeover bid for the Company's shares, until the end of the offer period;
- grants full powers to the Board of Directors, with the option of subdelegation under the conditions provided for by law, to implement this resolution, in particular, but not limited to: set the terms and conditions and implement the public offer(s) covered by this resolution; record the number of shares tendered to the exchange; determine the number and characteristics of the securities that would be issued under this resolution, including, in the case of debt securities, their ranking, their interest rate and the

terms of interest payment, their currency of issue, term and terms of repayment and amortisation; set the terms and conditions, including the dates of the issues; set the dividend date, even retroactive, of the securities that may be issued under this resolution; set the terms and conditions under which the Company will have the option to buy back or exchange the securities that may be issued under this resolution; suspend, where applicable, the exercise of the Company's share allocation rights attached to the securities, in accordance with the regulations in force; set the procedures for ensuring, where applicable, the preservation of the rights of holders of marketable securities, in accordance with the regulations in force and the terms and conditions of these marketable securities; where applicable, change the terms and conditions of the securities issued under this resolution, during the life of the securities concerned and in compliance with the applicable formalities; make all allocations and deductions from the premium(s); and, more generally, take all necessary measures, enter into all agreements, request all authorisations, carry out all formalities and do whatever is necessary to successfully complete the planned transactions or postpone them, and in particular to record the resulting capital increase(s) immediately or in the future for any issue carried out pursuant to this delegation, amend the Articles of Association accordingly and request the admission to trading of the securities issued pursuant to this resolution wherever it so decides.

The delegation thus granted to the Board of Directors is valid for a period of twenty-six (26) months from the date of this Shareholders' Meeting and supersedes the unused portion of any previous delegation having the same purpose.

23rd resolution

ISSUES IN CONSIDERATION FOR CONTRIBUTIONS IN KIND OF SECURITIES OF ANOTHER COMPANY EXCLUDING A PUBLIC EXCHANGE OFFER

TWENTY-THIRD RESOLUTION

(Delegation of authority to the Board of Directors to issue ordinary shares and marketable securities giving access to the capital in consideration for contributions in kind granted to the Company, up to the limit of 10% of the share capital)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, in accordance with the provisions of Articles L. 22-10-53 and Articles L. 228-91 to L. 228-97 of the French Commercial Code.

- delegates to the Board of Directors, with the option of subdelegation under the conditions set by law and the Company's Articles of Association, the authority to carry out the issue, on one or more occasions, both in France and abroad, in the proportions and at the times it deems appropriate of:
 - (i) ordinary Company shares, or
 - (ii) marketable securities of any kind whatsoever, issued free of charge or against payment, giving access by any means, immediately or in the future, to existing or future shares of the Company;

in consideration for contributions in kind granted to the Company and consisting of equity securities or marketable securities giving access to the share capital of another company, when the provisions of Article L.225-148 22-10-54 of the French Commercial Code are not applicable;

- resolves that the marketable securities giving access to the Company's share capital thus issued may consist of debt securities or be associated with the issue of such securities, or allow the issue thereof as intermediate securities, and that the debt securities issued under this delegation may in particular take the form of subordinated or unsubordinated notes, with or without a fixed term, and be issued either in euros or in any other currency;
- resolves that the total nominal amount of capital increases that may be carried out, immediately and/or in the future, by virtue of this delegation, may not exceed, in addition to the legal limit of 10% of the share capital assessed at the date of the issue decision, an amount of fifteen (15) million euros, it being specified that:
 - where applicable, the nominal amount of any capital increases resulting from ordinary shares to be issued in order to maintain the rights of holders of marketable securities conferring access to the share capital of the Company, in accordance with the law and with any applicable contractual provisions, shall be added to this amount,
 - the nominal amount of any capital increase carried out pursuant to this delegation will be deducted from the ceiling of fifteen (15) million euros set in the nineteenth resolution.
 - the maximum cumulative nominal amount of capital increases that may be carried out pursuant to this resolution, the eighteenth, nineteenth, twentieth and twenty-second resolutions submitted to this Shareholders' Meeting may not exceed the ceiling of twenty (20) million euros set in the eighteenth resolution;

- resolves that the total nominal amount of debt securities issues likely to be carried out may not exceed five hundred (500) million euros, or its equivalent value on the date of the issue decision, in the event of an issue in another currency or in a unit of account set by reference to several currencies;
- resolves, as necessary, to waive the preferential subscription rights of shareholders to the shares or marketable securities thus issued in favour of the holders of equity securities or marketable securities subject to contributions in kind;
- notes, as necessary, that this delegation automatically entails, in favour of the holders of marketable securities giving access to the Company's share capital issued under this resolution, the waiver by the shareholders of their preferential subscription rights to the shares to which these securities may give entitlement;
- resolves that the Board of Directors may not, without the prior authorisation of the Shareholders' Meeting, make use of this delegation as from the filing by a third party of a proposed takeover bid for the Company's shares, until the end of the offer;
- grants full powers to the Board of Directors, with the option of subdelegation under the conditions set by law, to implement this delegation, in particular, to: set the terms, conditions and procedures, including the dates of the issues; determine the number and characteristics of the securities that would be issued under this resolution, including, in the case of debt securities, their ranking, their interest rate and the terms of interest payment, their currency; issue, term and terms of repayment and amortisation; set

the dividend date, even retroactive, of the securities that may be issued under this resolution; set the terms and conditions under which the Company will have the option to buy back or exchange the securities that may be issued under this resolution; suspend, where applicable, the exercise of the Company's share allocation rights attached to the securities, in accordance with the regulations in force; set the terms and conditions under which the rights of holders of marketable securities will be preserved, in accordance with the regulations in force and the terms and conditions of the said securities; if necessary, modify the terms and conditions of the securities that would be issued under this resolution, during the life of the securities concerned and in compliance with the applicable formalities; make all allocations and deductions from the premium(s), including in respect of expenses incurred for the issues; and, more generally, take all necessary measures, enter into all agreements, request all authorisations, carry out all formalities and do whatever is necessary to successfully complete the planned issues or postpone them, and in particular to record the resulting capital increase(s) immediately or in the future for any issue carried out pursuant to this delegation, amend the Articles of Association accordingly and request the admission to trading of the securities issued pursuant to this resolution wherever it so decides;

The delegation thus granted to the Board of Directors is valid for a period of twenty-six (26) months from the date of this meeting and supersedes the unused portion of any previous delegation having the same purpose.

24th resolution

CAPITAL INCREASE BY INCORPORATION OF RESERVES, PROFITS OR PREMIUMS

TWENTY-FOURTH RESOLUTION

(Delegation of authority to the Board of Directors to increase the capital by incorporation of reserves, profits or premiums)

The Shareholders' Meeting, ruling under the quorum and majority requirements for Ordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, in accordance with the provisions of Articles L. 225-129, L. 225-129-2 and L. 225-130 of the French Commercial Code:

- delegates to the Board of Directors, with the option of subdelegation, under the conditions set by law and the Articles of Association, the authority to increase the share capital up to a maximum nominal amount of twenty (20) millions of euros, in one or more instalments, in the proportion and at the times that it deems appropriate, by the successive or simultaneous incorporation into the share capital of all or part of the reserves, profits or premiums or any other sum that may be capitalised legally or under the Articles of Association, to be carried out by creating and allocating bonus shares or by increasing the par value of the equity securities or by the combined use of these two processes. The ceiling of this delegation is independent and separate from the ceilings for capital increases that may result from the issuance of ordinary shares or marketable securities giving access to the share capital authorised by the other resolutions submitted to this Shareholders' Meeting. The nominal value of the ordinary shares to be issued will be added to these ceilings, where applicable, to preserve, in accordance with the law and the applicable contractual provisions providing for other cases of adjustment, the rights of the holders of securities or other rights giving access to the share capital;
- resolves that the rights forming fractional shares shall not be negotiable or transferable, and that the corresponding equity securities will be sold, the sums resulting from the sale being allocated to the holders of the rights under the applicable legal and regulatory conditions;

- resolves that the Board of Directors may not, without the prior authorisation of the Shareholders' Meeting, make use of this delegation as from the filing by a third party of a proposed takeover bid for the Company's shares, until the end of the offer period.

The Shareholders' Meeting grants to the Board of Directors, in particular, but not limited to, all powers, with the option of subdelegation under the conditions provided for by law, in the event this delegation is used, and in particular to:

- determine the terms and conditions of the authorised transactions and in particular set the amount and nature of the sums to be incorporated into the share capital, set the number of new shares to be issued or the amount by which the par value of the existing shares comprising the share capital will be increased, and the date, even retroactive, from which the new shares will bear dividend rights or the date on which the increase in the par value will take effect;
- decide, in the event of a distribution of bonus shares, that the fractional rights will not be negotiable, that the corresponding shares will be sold in accordance with the terms and conditions provided for by the applicable regulations and that the sums from the sale will be allocated to the holders of the rights no later than 30 days after the date of registration in their account of the whole number of shares allocated;
- make any adjustments in accordance with applicable laws and regulations, and, where applicable, with contractual provisions providing for other adjustments, to preserve the rights of holders of marketable securities or other rights giving access to the share capital;
- record the completion of each capital increase and amend the Articles of Association accordingly;
- take all necessary measures and enter into all agreements to ensure the successful completion of the proposed transaction(s) and, generally, do whatever is necessary, carry out all acts and

formalities for the purpose of finalising the capital increase(s) that may be carried out under this delegation.

The delegation thus granted to the Board of Directors is valid for a period of twenty-six (26) months from the date of this meeting and supersedes the unused portion of any previous delegation having the same purpose.

25th resolution

AUTHORISATION TO INCREASE THE SHARE CAPITAL FOR EMPLOYEES

EXPLANATORY STATEMENT

In the **twenty-fifth** resolution which is submitted for your approval, we ask you to renew the authorisation granted to the Board of Directors, for a period of 18 months and up to €1,500,000, i.e. 3% of the share capital, to carry out one or more capital increases reserved for employees of the Rémy Cointreau Group who are members of the Group company savings plan (PEE/PEG), or the Company's Group and French or foreign companies related to it within the meaning of Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labour Code, the employees and corporate officers of companies related to Rémy Cointreau having their registered office abroad.

This authorisation is part of the employee shareholding development policy implemented within the Company, which is aimed at promoting employee shareholding in the Company's share capital and strengthening the sense of belonging within the Group. Senior management has thus set up the "My Rémy Cointreau" employee shareholding plan in France and abroad.

The subscription price may be set by applying the maximum legal discount on the market price, subject to a holding period for the shares. The Company believes that it is important to allow employees to participate in the success of the Group, in which they are the key players. Employee savings plans and capital increases reserved for employees would enable them to build savings and be directly associated with the Group's performance, which helps to increase their engagement and motivation.

In accordance with Article L. 3332-19 of the French Labour Code, the subscription price may not be lower than the average share price quoted on the Euronext Paris Eurolist market during the 20 trading days preceding the day on which the opening date of the subscription period is set, less a maximum discount of 30% (40% if the lock-up period stipulated in the plan is greater than or equal to 10 years).

In accordance with Article L. 3332-21 of the French Labour Code, this delegation would authorise the grant of Rémy Cointreau bonus shares, either existing or to be issued, to the beneficiaries referred to above, in the following cases:

- in respect of the contribution that may be paid pursuant to the Company or Group savings plan(s), within the limits provided for in Articles L. 3332-11 et seq. of the French Labour Code;
- in substitution for all or part of the discount, it being understood that the benefit resulting from this grant may not exceed the legal or regulatory limits in accordance with Article L. 3332-21 of the French Labour Code.

SUMMARY OF THE DELEGATION

	Maximum nominal amount and duration	Shareholders preferential subscription rights
Capital increase reserved for employees of French and foreign companies	3% of share capital ⁽¹⁾ 18 months	Cancelled

(1) Determined on the date on which the Board of Directors decides on the capital increase.

TWENTY-FIFTH RESOLUTION

(Delegation of authority to the Board of Directors to carry out a capital increase reserved for employees of the Company or companies related to it, with cancellation of preferential subscription rights).

The Shareholders' Meeting, ruling under the quorum and majority requirements for Extraordinary Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and ruling in accordance with the legal provisions applicable to trading companies, in particular Articles L. 225-129-2, L. 225-129-6 and L. 225-138-1 of the French Commercial Code on the one hand, and Articles L. 3332-18 et seq. and L. 3332-1 et seq. of the French Labour Code, on the other hand:

- authorises the Board of Directors, with the option to subdelegate under the conditions laid down by law and the Company's Articles of Association, to decide on and carry out, based solely on its own decisions, in the proportions and at the times it shall deem appropriate, one or several capital increases, through the issue against payment or free of charge, of ordinary shares and marketable securities conferring immediate or future access to the Company's share capital;
- resolves that the beneficiaries of the capital increases, eligible pursuant to this resolution, will be members of a Group or Company savings plan of the Company or associated French and international companies, within the meaning of Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labour Code, employees and corporate officers associated with Rémy Cointreau and whose registered office is located abroad, UCITS or any other entities under French or Foreign law, whether they are legal entities or not, used for investing Rémy Cointreau shares, who also meet any conditions set by the Board of Directors;
- resolves that the maximum nominal amount of the capital increases which could be carried out, immediately or at a later time, under this authorisation may not exceed one million five hundred thousand euros (€1,500,000), it being specified that:
 - where applicable, the nominal amount of any capital increases resulting from ordinary shares to be issued in order to maintain the rights of holders of marketable securities conferring access to the share capital of the Company, in accordance with the law and with any applicable contractual provisions, shall be added to this amount,
 - the nominal amount of any capital increase carried out pursuant to this delegation will be deducted from the ceiling of fifteen (15) million euros set in the nineteenth resolution of this Shareholders' Meeting,
 - the maximum cumulative nominal amount of capital increases that may be carried out pursuant to this resolution and the eighteenth, nineteenth, twentieth, twenty-second and twenty-third resolutions submitted to this Shareholders' Meeting may not exceed the ceiling of twenty (20) million euros set in the eighteenth resolution;
- resolves that subscriptions may be paid in cash, in particular they may be offset against certain liquid, payable debt, or through the capitalisation of reserves, profits or share premiums in the case of grant of bonus shares or other securities conferring access to the share capital in respect of the discount and/or additional contribution;
- resolves to cancel, for the benefit of the aforementioned beneficiaries, shareholders' preferential subscription rights to ordinary shares issued pursuant to this resolution and to waive any entitlement to ordinary shares or other securities that may be issued pursuant to this resolution, shareholders furthermore waiving, in the case of a grant of bonus shares which may be issued pursuant to the next paragraph, all rights to said shares, including the part of the reserves, profits or premiums so capitalised;
- resolves that the Board of Directors may, in accordance with the provisions of Article L. 3332-21 of the French Labour Code, carry out grants for the aforementioned beneficiaries, of bonus shares or other securities giving immediate or future access to the Company's share capital, in respect of the additional contribution that may be paid out pursuant to the regulations of the savings plan(s), or in respect of the discount, provided that, after taking into account their equivalent monetary value, assessed on the basis of the subscription price, this does not result in exceeding the legal or regulatory limits;
- resolves that:
 - the subscription price of the ordinary shares may not exceed the average share price quoted over the 20 trading days preceding the day on which the opening date of the subscription period was set by the Board of Directors, nor may it be more than 30% lower than this average, or 40% lower in the event that the lock-up period stipulated in the plan, in accordance with Articles L. 3332-25 and L. 3332-26 of the French Labour Code, is greater than or equal to ten years; the discount may be reduced or eliminated in order to take into account the specific legal, social, tax and accounting requirements applicable according to the beneficiary's country of origin,
 - the characteristics of the issues of other marketable securities giving access to the capital of the Company shall be determined by the Board of Directors under the conditions provided by the regulations;
- resolves that the Board of Directors will have full powers, with the option to subdelegate under the terms and conditions provided by law and the Company's Articles of Association, to implement this delegation, the purpose of which is in particular (but not limited to) to: decide and set the terms and conditions for the issue and grant of bonus shares or other securities giving access to the share capital, in application of the authorisation granted above, as well as, where applicable, postponement thereof; set the terms, conditions and procedures, including the dates of the issues; determine the number and characteristics of the securities that may be issued under this resolution; set the dividend entitlement date, which may be retroactive, for shares that may be issued under this resolution; set the conditions under which the Company will, where appropriate, be able to purchase or exchange the securities that may be issued under this resolution; suspend, where applicable, the exercise of rights to the allocation of Company shares attached to the securities, in accordance with the regulations in force; set the procedures for ensuring, where applicable, the preservation of the rights of holders of marketable securities, in accordance with the regulations in force and the terms and conditions of said securities; where applicable, change, throughout the life of the securities in question, the terms and conditions of the securities that may be issued under this authorisation, in accordance with the applicable procedures; carry out withdrawals from or offset any amounts against the share premium(s), including issuance costs; and, more generally, take all necessary measures, enter into any agreements, obtain any authorisations, perform any formalities and do whatever is necessary for the completion of the contemplated issues or postpone them and, in particular, record the capital increase(s) resulting immediately, or in the future, from any issue carried out under this delegation, make the corresponding amendments to the articles of association and request the admission to trading of the securities issued under this resolution wherever it deems it appropriate.

The delegation thus granted to the Board of Directors is valid for a period of eighteen (18) months from the date of this meeting and supersedes the unused portion of any previous delegation having the same purpose.

26th resolution

AMENDMENTS TO THE ARTICLES OF ASSOCIATION

EXPLANATORY STATEMENT

The purpose of the **twenty-sixth** resolution is to amend Articles 16 and 17 of the Articles of Association in connection with the new provisions under Law No. 2024-537 of 13 June 2024, known as the "loi Attractivité" regarding:

- (i) the ability for Board members to take all decisions by written consultation, including using electronic methods, noting that any Board member may object to the use of this option.
- (ii) the ability of Board members to vote by correspondence.
- (iii) the ability for the Board of Directors to amend the Articles of Association to bring them in line with legislative or regulatory provisions, subject to ratification at the next Extraordinary Shareholders' meeting.

TWENTY-SIXTH RESOLUTION

(Harmonisation of the Articles of Association with various legal and regulatory provisions arising out of the Law of 13 June 2024, known as the "loi Attractivité")

The Shareholders' Meeting, ruling under the quorum and majority requirements for Extraordinary Shareholders Meetings, having reviewed the Board of Directors' reports on the draft resolutions and the legal and regulatory provisions of the Law of 13 June 2024, known as the "loi Attractivité" resolves to make the Articles of Association consistent with the said provisions and to amend the following articles:

Regarding the written consultation of Board members:

- to add a new Article 16-7 to the Articles of Association as follows regarding the written consultation of Board members, in particular to specify the terms, in accordance with Article L. 225-82 of the French Commercial Code, as amended by Law No. 2024-537 of 13 June 2024:

16.7 At the initiative of the Chairman, decisions of the Board of Directors may be taken by consulting directors in writing, including by electronic means.

The consultation will be sent to every director by the Chairman of the Board of Directors by any written means, including electronically. This will be accompanied by the text of the deliberations, together with any document or background information that will enable each director to make an informed decision.

Directors will have a period of five days, or any other period set by the Chairman if the context or nature of the decision so requires, from the date on which the text of the deliberations is sent to them, to vote using any means of written communication, including electronic, to the address indicated in the consultation. If a director does not reply by the deadline, they will be deemed to have abstained.

Where written consultation takes place, the conditions regarding the quorum and majority are the same as those that apply to the other deliberations of the Board of Directors. The Chairman is deemed to chair

the written consultation and has a casting vote in the event of a tie, unless the purpose of the consultation is their appointment or removal.

The record of the written consultation shall be signed by the Chairman and at least one director by any legal means.

Any director may object to this decision-making method, provided that they send the Chairman of the Board of Directors a written request, citing their reasons, before the consultation period has elapsed. If any objections arise, the other directors will be informed without delay and the consultation will then be deemed to be null and void. Any director exercising their right to vote in writing will be deemed to have waived their right to object.

Regarding the ability of Board members to vote by correspondence :

- to add a new Article 16-8 to the Articles of Association, drafted as follows, to specify that Board members may vote by correspondence in accordance with the provisions of Article L. 225-35 of the French Commercial Code, as amended by Law No. 2024-537 of 13 June 2024:

"16.8 A Board member may also vote by correspondence using a form on the terms set out in the applicable regulatory provisions."

The remainder of the article remains unchanged.

Regarding the ability of the Board of Directors to amend the Articles of Association:

- to add a new Article 17-4 to the Articles of Association, drafted as follows, to specify that the Board of Directors may amend the Articles of Association to bring them in line with legal or regulatory provisions, provided that this is ratified at the next Extraordinary General Meeting, in accordance with the provisions of Article L. 225-36 of the French Commercial Code, as amended by Law No. 2024-537 of 13 June 2024:

"17.4 The Board of Directors may amend the Articles of Association to bring them in line with legislative or regulatory provisions, subject to ratification at the next Extraordinary Shareholders' Meeting."

The remainder of the article remains unchanged.

27th resolution

POWERS TO ACCOMPLISH FORMALITIES

EXPLANATORY STATEMENT

The **twenty-seventh** resolution is a standard resolution granting the necessary powers to proceed with publication and other legal formalities.

TWENTY-SEVENTH RESOLUTION

(Powers to carry out formalities)

The Shareholders' Meeting confers all powers to carry out all legal filing and public notice formalities to the bearer of a copy or a certified excerpt of these minutes.

We ask you to vote in favour of the resolutions put to you.

The Board of Directors

8.2 STATUTORY AUDITORS' SPECIAL REPORT ON RELATED-PARTY AGREEMENTS

Shareholders' Meeting called to approve the financial statements for the year ended 31 March 2026

This is a free translation into English of the Statutory Auditors' special report on related-party agreements issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

At the Rémy Cointreau Annual General Assembly,

In our capacity as Statutory Auditors of Rémy Cointreau, we hereby report to you on related-party agreements.

It is our responsibility to report to shareholders, based on the information provided to us, on the main terms and conditions of agreements that have been disclosed to us or that we may have identified as part of our engagement, as well as the reasons given as to why they are beneficial for the Company, without commenting on their relevance or substance or identifying any undisclosed agreements. Under the provisions of Article R. 225-31 of the French Commercial Code (Code de commerce), it is the responsibility of the shareholders to determine whether the agreements are appropriate and should be approved.

Where applicable, it is also our responsibility to provide shareholders with the information required by Article R. 22531 of the French Commercial Code in relation to the implementation during the year of agreements already approved by the Shareholders' Meeting.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying that the information given to us is consistent with the underlying documents.

AGREEMENTS TO BE SUBMITTED FOR THE APPROVAL OF THE SHAREHOLDERS' MEETING

Agreements authorized and entered into during the year

Pursuant to Article R. 225-38 of the French Commercial Code, we inform you we have not been advised of any agreements authorized and entered into during the financial year ended March 31, 2026,

which were subject to prior authorization by the Shareholders' Meeting.

AGREEMENTS ALREADY APPROVED BY THE SHAREHOLDERS' MEETING

Approved agreements in prior years that remained in force during the year

Pursuant to Article R. 225-30 of the French Commercial Code, we have been informed that the following agreements, approved by the Shareholders' Meeting in prior years, remained in force during the year.

Additional pension plans

Mr. Éric Vallat, Chief Executive Officer, from April 1 to June 24, 2025, has benefited from a collective supplementary pension plan, authorized by the Board of Directors on November 26, 2019, and reiterated by the Board of Directors on November 23, 2022, comprising (i) a collective defined contribution plan and (ii) an additive collective defined benefit plan.

I. Group defined contribution plan

PERSONS CONCERNED:

Éric Vallat, Chief Executive Officer of Rémy Cointreau, from April 1 to June 24, 2025.

NATURE OF THE PLAN:

Mr. Éric Vallat, as Chief Executive Officer of Rémy Cointreau, from April 1 to June 24, 2025, has benefited from a defined contribution pension plan, authorized by the Board of Directors on November 26, 2019, and re-approved by the Board of Directors on November 23, 2022.

TERMS AND CONDITIONS:

The amount of this plan represents 8% of the annual remuneration comprised between one and eight times the annual Social Security ceiling, paid by the Company. The Company's commitment is limited to the payment of contributions to the insurance company managing the plan.

PURPOSE OF THE AGREEMENT:

The Board of Directors has decided that Éric Vallat should continue to benefit from the Group's contributory pension scheme.

AMOUNTS PAID DURING THE YEAR:

As of March 31, 2026, contributions paid by the Company to the insurer amounted to €7,034 from April 1 to June 24, 2025. The contributions paid to Mr. Éric Vallat ended on June 24, 2025.

II. Additive group defined benefit plan**PERSONS CONCERNED:**

Éric Vallat, Chief Executive Officer of Rémy Cointreau, from April 1 to June 24, 2025.

NATURE OF THE PLAN:

Mr Éric Vallat, as Chief Executive Officer of Rémy Cointreau, from April 1 to June 24, 2025, has benefited from a defined-benefit vested pension plan, subject to performance conditions. This plan, set up and financed by the company and outsourced to an insurance company, provides for the payment of an annuity, the amount of which, expressed as a percentage of compensation, depends on the seniority of the executive.

TERMS AND CONDITIONS:

The rights granted to beneficiaries are based on performance criteria:

- Current operating profit;
- Cash flow generation;
- Net profit (excluding non-recurring items);
- ROCE (return on capital employed).

The annual vesting rate is determined each year based on the rate of achievement of the performance criteria. Annual vesting is calculated as follows:

- Annuity of 1.5% of the reference salary for the year if the 3 best performance criteria are met at 100% or more;
- Annuity of 1.2% of the reference salary for the year if the 3 best rates of achievement of the criteria are 70% or more;
- Annuity of 1.0% of the reference salary for the year if the 2 best rates of achievement of the criteria are 50% or more;

Each year, the Board of Directors assesses whether these performance criteria have been met for the current fiscal year.

At its meeting on June 3, 2026, the Board of Directors noted that at least three of the performance criteria had been met at 100% or above and accordingly allocated 1.5% additional rights for the period April 1 to June 24, 2025. This commitment has been independently validated by Deloitte Conseil.

PURPOSE OF THE AGREEMENT:

The Board of Directors has decided that Mr Éric Vallat should continue to benefit from the defined-benefit pension plan, which is designed to retain key executives and encourage long-term performance. The performance conditions applicable to this commitment are in line with market practices in which such schemes are used.

AMOUNTS PAID DURING THE YEAR:

As of March 31, 2026, contributions payable by the Company to the insurer amounted to €353,162 (corresponding to an estimated annual pension of €10,797). The contributions paid to Mr. Éric Vallat ended on June 24, 2025.

Provident plan (death, disability, inability to work) and health costs**PERSONS CONCERNED:**

Éric Vallat, Chief Executive Officer of Rémy Cointreau, from April 1 to June 24, 2025.

NATURE OF THE PLAN:

Mr. Éric Vallat, Chief Executive Officer, benefits from the Group's collective provident and health insurance plans for all employees.

These plans include (i) a disability, death and inability to work insurance plan, and (ii) a health insurance plan.

TERMS AND CONDITIONS:

- A.** disability, death and inability to work: the remuneration used to calculate contributions is capped at 8 times the annual Social Security ceiling. The employer's contribution rate is 1.86% on bracket A and 2.13% on brackets B and C, subject to future changes in application of contractual provisions. The Company's commitment is limited to payment of the contribution to the insurance company managing the plan;
- B.** a healthcare costs plan: the remuneration taken into account for calculating contributions is capped at 1 time the annual Social Security ceiling. The employer's contribution rate is 2.94% on tranche A, subject to future changes in application of contractual provisions. The company's commitment is limited to payment of the contribution to the insurance company managing the plan.

PURPOSE OF THE AGREEMENT:

The Board of Directors has decided that Mr. Éric Vallat should continue to benefit from the Group's collective provident and health insurance schemes for all employees, in line with market practices in which such schemes are used.

AMOUNTS PAID DURING THE YEAR:

As of March 31, 2026, contributions payable by the Company to the insurer amount to €2,188. The contributions paid to Mr. Éric Vallat ended on June 24, 2025.

Service provision agreement with Andromède**PERSONS CONCERNED:**

Marie-Amélie de Leusse, Chairwoman of the Board of Directors of Rémy Cointreau SA and Chief Operating Officer of Andromède SAS; Caroline Bois, Vice-Chairwoman of the Board of Directors of Rémy Cointreau SA and Chief Operating Officer of Andromède SAS; Élie Hériard Dubreuil, Director of Rémy Cointreau SA and Chief Executive Officer of Andromède SAS.

NATURE AND PURPOSE OF THE AGREEMENT:

Andromède and Rémy Cointreau signed a service provision agreement on March 31, 2011 under which Andromède provides Rémy Cointreau SA with services in the field of strategy and finance management, institutional and commercial relations, development and external growth, and organisation and management of senior executives. The agreement was approved for an indefinite term from 1 April 2015.

TERMS AND CONDITIONS:

The agreement provides for annual fees calculated based on the cost incurred, plus a 5% margin.

AMOUNTS PAID DURING THE YEAR:

During the year ended on March 31, 2026, Andromède charged Rémy Cointreau SA €2,363,516.04 (excluding tax) under the agreement.

Loan Facility Agreement

PERSONS CONCERNED:

Marie-Amélie de Leusse, Chairwoman of the Board of Directors of Rémy Cointreau SA and vice-president and director of Orpar SA; Caroline Bois, Vice-Chairwoman of the Board of Directors of Rémy Cointreau SA and Managing Director of Orpar SA; Orpar, administrator and control company, represented by Jérôme Bosc, permanent representative of Orpar; Elie Hériard Dubreuil, director of Rémy Cointreau SA and director of Orpar SA.

NATURE, PURPOSE:

Rémy Cointreau and Orpar entered into an open-ended cash management agreement on December 14, 2004 under which they agreed the terms for the management of their cash surpluses.

An amendment entered into on July 4, 2007, approved by the Board of Directors on June 5, 2007, also mentions the conditions for revising the remuneration calculated based on Euribor, plus a margin determined according to the syndicated loan terms applicable to Rémy Cointreau.

A second amendment entered into on June 8, 2016, authorised by the Board of Directors on June 7, 2016, specifies the methods for calculating interest.

TERMS AND CONDITIONS:

The agreement defines the interest payable on the advances granted by Orpar to Rémy Cointreau, calculated based on Euribor, plus a margin determined according to the syndicated loan terms applicable to Rémy Cointreau.

AMOUNTS PAID DURING THE YEAR:

As of March 31, 2026, the balance of the advances granted by Orpar to Rémy Cointreau came to €2,241.24. The interest expense incurred by Rémy Cointreau during the year, calculated on the basis of the daily outstanding balance, came to €59.48.

The Statutory Auditors

Forvis Mazars SA

Levallois-Perret, 25 June 2026

Jérôme de Pastors

Partner

PricewaterhouseCoopers Audit

Neuilly-sur-Seine, 25 June 2026

Amélie Wattel

Partner

8.3 STATUTORY AUDITORS' REPORT ON THE SHARE CAPITAL REDUCTION

(Annual General Meeting of 21 July 2026 – seventeenth resolution)

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders,

In our capacity as Statutory Auditors of Rémy Cointreau, and in accordance with the provisions of Article L. 22-10-62 of the French Commercial Code (Code de commerce), applicable in the event of a share capital reduction via the cancellation of treasury shares, we hereby report to you on our assessment of the reasons for and the terms and conditions of the proposed share capital reduction.

The Board of Directors is seeking an 18-month authorisation, as from the date of this Shareholders' Meeting, to cancel, for up to a maximum of 10% of the share capital per 24-month period, the shares bought back by the Company pursuant to an authorisation to buy

back its own shares in accordance with the provisions of the aforementioned article.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying that the reasons for and the terms and conditions of the proposed share capital reduction, which is not considered to affect shareholder equality, comply with the applicable legal provisions.

We have no matters to report on the reasons for and the terms and conditions of the proposed share capital reduction.

Neuilly-sur-Seine and Levallois-Perret, June 25, 2026

The Statutory Auditors

PricewaterhouseCoopers Audit
Amélie Wattel

Forvis Mazars
Jérôme de Pastors

8.4 STATUTORY AUDITORS' REPORT ON THE ISSUE OF ORDINARY SHARES AND/OR SECURITIES WITH OR WITHOUT PRE-EMPTIVE SUBSCRIPTION RIGHTS

(Annual General Meeting of 21 July 2026 – eighteenth, nineteenth, twentieth, twenty-first, twenty-second and twenty-third resolutions)

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders,

In our capacity as Statutory Auditors of Rémy Cointreau, and in accordance with Articles L. 228-92 and L. 225-135 et seq. of the French Commercial Code (Code de commerce), we hereby report to you on the proposed delegations of authority to the Board of Directors to issue shares and/or securities, which are submitted to you for approval.

On the basis of the Board of Directors' report, the shareholders are requested to:

- delegate to the Board, for a 26-month period and with the power to sub-delegate, the authority to carry out the following operations and determine the final terms and conditions of the related issues and, if necessary, to cancel the shareholders' pre-emptive subscription rights:
 - the issue, with pre-emptive subscription rights, of ordinary shares and/or securities granting access to the Company's share capital and/or securities carrying rights to the allocation of debt securities (18th resolution):
 - it being specified that, in accordance with Article L. 228-93, paragraph 1 of the French Commercial Code, the securities to be issued may grant access to equity securities to be issued by any company in which the Company holds, directly or indirectly, more than half of the share capital;
 - it being specified that, in accordance with Article L. 228-93, paragraph 3 of the French Commercial Code, the equity securities of the Company may grant access to other existing equity securities or carry rights to the allocation of debt securities in any company in which the Company holds, directly or indirectly, more than half of the share capital;
 - the issue, without pre-emptive subscription rights, of ordinary shares and/or securities granting access to the Company's share capital and/or securities carrying rights to the allocation of debt securities, by way of a public offering other than those referred to in paragraph I of Article L. 411-2 of the French Monetary and Financial Code (Code monétaire et financier) (19th resolution):
 - it being specified that, in accordance with Article L. 228-93, paragraph 1 of the French Commercial Code, the securities to be issued may grant access to equity securities to be issued by any company in which the Company holds, directly or indirectly, more than half of the share capital;
 - it being specified that, in accordance with Article L. 228-93, paragraph 3 of the French Commercial Code, the equity securities of the Company may grant access to other existing equity securities or carry rights to the allocation of debt securities in any company in which the Company holds, directly or indirectly, more than half of the share capital;
 - it being specified that, in accordance with Article L. 22-10-52, paragraph 1, of the French Commercial Code, the Board of

Directors proposes that it be authorised by the shareholders to set the issue price of the equity securities to be issued;

- the issue, without pre-emptive subscription rights, of ordinary shares and/or securities granting access to the share capital and/or securities carrying rights to the allocation of debt securities, by way of a public offering referred to in paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code and within the limit of 20% of the share capital per year (20th resolution):
 - it being specified that, in accordance with Article L. 228-93, paragraph 1 of the French Commercial Code, the securities to be issued may grant access to equity securities to be issued by any company in which the Company holds, directly or indirectly, more than half of the share capital;
 - it being specified that, in accordance with Article L. 228-93, paragraph 3 of the French Commercial Code, the equity securities of the Company may grant access to other existing equity securities or carry rights to the allocation of debt securities in any company in which the Company holds, directly or indirectly, more than half of the share capital;
 - it being specified that, in accordance with Article L. 22-10-52, paragraph 1, of the French Commercial Code, the Board of Directors proposes that it be authorised by the shareholders to set the issue price of the equity securities to be issued;
- the issue of ordinary shares and/or securities granting access to the share capital and/or securities carrying rights to the allocation of debt securities, in the event of a public exchange offer initiated by the Company (22nd resolution);
- delegate to the Board, for a 26-month period and with the power to sub-delegate, the necessary power to issue ordinary shares and/or securities granting access to capital as consideration for contributions in kind granted to the Company and consisting of equity securities or securities granting access to the share capital of other companies within the limit of 10% of the share capital (23rd resolution).

The aggregate nominal amount of the capital increases that may be carried out, immediately and/or in the future, pursuant to the 18th, 19th, 20th, 22nd and 23rd resolutions may not exceed €20 million, it being specified that the nominal amount of the capital increases that may be carried out pursuant to the 19th, 20th, 22nd and 23rd resolutions may not exceed €15 million.

The aggregate nominal amount of the debt securities that may be issued pursuant to the 18th, 19th, 20th, 22nd and 23rd resolutions may not exceed €500 million.

These limits take into account the additional debt securities to be issued in connection with the application of the delegations of authority pursuant to the aforementioned resolutions provided for in Article L. 225-135-1 of the French Commercial Code, in the event the

shareholders adopt the 21st resolution.

It is the role of the Board of Directors to prepare a report in accordance with Articles R. 225-113 *et seq.* of the French Commercial Code. It is our responsibility to express an opinion on the fairness of the information taken from the financial statements, on the proposed cancellation of pre-emptive subscription rights and on certain other information concerning the transactions, presented in this report.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying the information contained in the Board of Directors' report relating to these transactions and the methods used to set the issue price of the equity securities to be issued.

Subject to a subsequent examination of the terms and conditions of each proposed issue, as this report does not stipulate the methods used to set the issue price in the event that equity securities are issued pursuant to the 19th and 20th resolutions, in accordance with the option provided for in the provisions of Article L. 22-10-52,

paragraph 1, to allow the Board of Directors to set the price at its discretion, we have no matters to report as regards the terms of these delegations.

In addition, as this report does not stipulate the methods used to set the issue price in the event that equity securities are issued pursuant to the 18th, 22nd and 23rd resolutions, we do not express an opinion on the choice of components used to calculate the issue price.

Since the final terms and conditions of the issues have not been set, we do not express an opinion in this respect or, consequently, on the cancellation of shareholders' pre-emptive subscription rights proposed in the 19th and 20th resolutions.

Pursuant to the provisions of Article R. 225-116 of the French Commercial Code, we will prepare an additional report if and when the Board of Directors uses these delegations to issue equity securities granting access to other equity securities or carrying rights to the allocation of debt securities, to issue securities granting access to equity securities to be issued and/or to issue shares without pre-emptive subscription rights.

Neuilly-sur-Seine and Levallois-Perret, 25 June 2026

The Statutory Auditors

PricewaterhouseCoopers Audit

Amélie Wattel

Forvis Mazars

Jérôme de Pastors

8.5 STATUTORY AUDITORS' REPORT ON THE ISSUE OF ORDINARY SHARES AND/OR GRANTING ACCESS TO THE COMPANY'S SHARE CAPITAL RESERVED FOR MEMBERS OF A COMPANY SAVINGS PLAN

(Annual General Meeting of 21 July 2026 – twenty-sixth resolution)

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders,

In our capacity as Statutory Auditors of Rémy Cointreau and in accordance with Articles L. 228-92 and L. 225-135 *et seq.* of the French Commercial Code (*Code de commerce*), we hereby report to you on the proposed delegation of authority to the Board of Directors to decide to issue the ordinary shares and/or securities granting access to the Company's share capital without pre-emptive subscription rights, reserved for Rémy Cointreau group employees who are members of a savings plan of the Company, Group, or a French or foreign affiliated company, as defined by Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labour Code (*Code du travail*), for employees and corporate officers of companies affiliated with Rémy Cointreau with registered offices abroad, for UCITS or any other French or foreign entities dedicated to employee savings invested in Rémy Cointreau securities, whether legal entities or not, and which also meet any conditions set by the Board of Directors, for a maximum nominal amount of €1,500,000, which is submitted to the shareholders for approval.

This issue is submitted to you for approval pursuant to the provisions of Article L. 225-129-6 of the French Commercial Code and Articles L. 3332-18 *et seq.* of the French Labour Code.

The Board of Directors proposes that, on the basis of its report, the shareholders authorise it, for an 18-month period, to decide to issue securities and to cancel the shareholders' pre-emptive subscription rights in respect of the securities to be issued. Where applicable, it will set the definitive terms and conditions of the issue.

It is the role of the Board of Directors to prepare a report in accordance with Articles R. 225-113 *et seq.* of the French Commercial Code. It is our responsibility to express an opinion on the fairness of the information taken from the financial statements, on the proposed cancellation of pre-emptive subscription rights and on certain other information relating to the issue, presented in this report.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying the information contained in the Board of Directors' report relating to the transaction and the methods used to set the issue price of the equity securities to be issued.

Subject to a subsequent examination of the terms and conditions of each proposed issue, we have no matters to report as regards the methods used to set the issue price of the equity securities to be issued, given in the Board of Directors' report.

Since the final terms and conditions of the issue have not been set, we do not express an opinion in this respect or, consequently, on the proposed cancellation of shareholders' pre-emptive subscription rights.

Pursuant to the provisions of Article R. 225-116 of the French Commercial Code, we will prepare an additional report if and when the Board of Directors uses this delegation of authority.

Neuilly-sur-Seine and Levallois-Perret, 25 June 2026

The Statutory Auditors

PricewaterhouseCoopers Audit
Amélie Wattel

Forvis Mazars
Jérôme de Pastors



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9

ADDITIONAL INFORMATION

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9.1 GENERAL INFORMATION ABOUT THE COMPANY

Corporate name, registered office and main administrative office

Corporate name: Rémy Cointreau

The Company did not change its name during the financial year.

Registered office: rue Joseph Pataa – ancienne rue de la Champagne – 16100 Cognac, France

Main administrative office: 21, rue Balzac – 75008 Paris, France

Website: www.remy-cointreau.com

Telephone: +33 (0)1 44 13 44 13

Legal form, governance and applicable legislation

Société anonyme (French public limited company) with a Board of Directors governed by French law (in particular by provisions A of Book II of the French Commercial Code applicable to commercial companies) and by its Articles of Association.

The Rémy Cointreau Group is one of the major operators in the international Wines & Spirits market.

Rémy Cointreau (hereinafter “Rémy Cointreau” or “the Company”) is a company incorporated under French law.

Date of incorporation – duration

The Company was established on 3 March 1975 and will end on 30 September 2073.

Corporate purpose

Rémy Cointreau’s corporate purpose pursuant to Article 2 of its Articles of Association is as follows:

- the creation, acquisition and operation of any commercial, industrial or other business;

- the direct or indirect equity investment by the Company, in any form whatsoever, in any company, association, business or grouping of any kind whose purpose is a commercial, industrial, agricultural, real estate, design, research or development activity, or the acquisition, management or operation of any property or rights;
- the paid provision of qualified services in technical, commercial, administrative or financial fields to any natural person or legal entity engaged in commercial, financial or industrial activities in France or other countries; and
- in general, any commercial, financial, industrial, property or real estate transaction which is directly or indirectly related, in whole or in part, to the aforementioned purposes or to any similar or related purpose.

Companies register and registration number

Rémy Cointreau is registered in the Angoulême Trade and Companies Register under number 302 178 892 (APE code 7010Z) and its LEI number is: 5493004V6A3Z027YT216.

Place where the Company’s legal documents may be viewed

Legal documents (Articles of Association, minutes of Shareholders’ Meetings, Statutory Auditors’ reports and other corporate documents) are available for consultation, preferably on the Company’s website www.remy-cointreau.com or, where necessary, and by appointment only, at the Company’s headquarters (21, rue Balzac – 75008 Paris, France).

The Rémy Cointreau Universal Registration Document filed with the AMF, together with the Company’s sales and earnings announcements, the annual and half-yearly reports, the company and consolidated financial statements, and information regarding transactions in treasury shares and the total number of shares and voting rights may be viewed on the Company’s website at www.remy-cointreau.com

9.2 ARTICLES OF ASSOCIATION

The full Articles of Association can be found on the Company's website: www.remy-cointreau.com

Financial year

The Company's financial year commences on 1 April and ends on 31 March of the following year. The financial year runs for 12 months.

Distribution of profits under the Articles of Association - dividends

If the Company's profits in each financial year so permit, after setting aside a provision to establish the legal reserve, which must be at least equal to the minimum required, the Shareholders' Meeting may, on the proposal of the Board of Directors, allocate the profit to one or more reserve funds, as described below in Article 27 of the Articles of Association.

The dividends distributed over the last five financial years are disclosed in section 6.6.

The dividend policy, which has been consistent over the last 20 years, is also presented at the beginning of this document.

Lastly, Article 27 of the Company's Articles of Association, relating to dividends, provides for the following:

In the event that the Company's financial statements for the year, as approved by the Shareholders' Meeting, show a distributable profit, the Shareholders' Meeting shall resolve to allocate said amount to one or more reserve funds, the allocation or use of which shall be determined by the Shareholders' Meeting, to carry it forward or to distribute it in the form of dividends.

After reviewing the reserves at its disposal, the Shareholders' Meeting may resolve to distribute amounts drawn from these reserves. In this case, the resolution must expressly indicate the reserve accounts from which these amounts are to be drawn. Nevertheless, dividends will first be paid out of distributable profit for the financial year.

The terms and conditions for the payment of dividends are set by the Shareholders' Meeting or, failing this, by the Board of Directors.

However, dividends must be paid no later than nine months after the reporting date.

The Shareholders' Meeting called to approve the financial statements for the year may give each shareholder the option to receive all or part of the dividend in cash or in shares.

The share-based payment offer, the price and terms of the issue of shares, the request for payment in shares, and the terms of the resulting capital increase will be governed by French law and regulations.

If a statement of financial position, drawn up during or at the end of the financial year and certified by the Statutory Auditors, shows that the Company has made a profit since the end of the previous financial year, after setting aside the amounts required for depreciation, amortisation and provisions and, where applicable, after deducting any losses carried forward and amounts to be allocated to reserves as provided for by law or these Articles of Association, the Board of Directors may decide to distribute interim dividends before the financial statements have been approved, and set the amount and distribution date of such dividends. The amount of these interim

dividends may not exceed the amount of profit as defined in this paragraph.

Shareholders' Meetings

Shareholders' Meetings are called and held under the conditions stipulated by law.

These meetings are held either at the registered office or at another venue specified in the meeting notice.

Right of admission to meetings

Pursuant to Article R. 22-10-28 of the French Commercial Code, only shareholders who have previously proven their status by registering their shares in their name or in the name of an intermediary registered on their behalf, by midnight (Paris time) on the second working day preceding the meeting, are permitted to attend a meeting, to vote by post or to be represented at a meeting. The shares may be registered either in registered share accounts held for the Company by its agent, Société Générale, service assemblées générales, CS 30812, 44308 Nantes CEDEX 3, France, or in bearer share accounts held by an authorised intermediary. The registration or recording of bearer securities in the books of the authorised intermediary must be evidenced by a certificate of shareholding issued by the latter, attached to the postal voting or proxy form, or to the application for an admission card in the name of the shareholder, or on behalf of the shareholder represented by the registered intermediary. A certificate is also issued to shareholders wishing to attend the meeting in person and who have not received their admission card by midnight (Paris time) on the second working day preceding the meeting.

Voting rights and conditions

Share voting rights are in proportion to the share of capital that they represent. Each share with the same par value entitles the holder to one vote.

However, certain shares carry double the voting rights of other shares, based on the proportion of share capital that they represent, namely:

- all fully paid-up shares that have been held in registered form in the name of the same shareholder for at least four years;
- registered shares allotted free of charge to a shareholder, in the event of a capital increase through the capitalisation of reserves, profits or share premiums, on the basis of existing shares for which such shareholder already enjoys double voting rights.

This double voting right automatically ceases for any share that is converted to a bearer share or whose ownership is transferred. However, any transfer by succession, dissolution of joint marital property, or *inter vivos* gifts to a spouse or relative entitled to inherit does not interrupt the set four-year period or remove the rights acquired. The same rules apply to a transfer following the merger or demerger of a corporate shareholder.

Shareholders may, on a decision by the Board of Directors, participate in Shareholders' Meetings by videoconference or vote by any electronic means of communication, including the Internet, in accordance with applicable regulations in force at the time of use. This decision is indicated in the meeting notice published in the French official gazette (BALO).

Declaration of crossing of thresholds

In accordance with the Articles of Association and independently of the legal requirements, any natural person or legal entity, acting alone or in concert, who acquires in any manner whatsoever within the meaning of Articles L. 233-7 et seq. of the French Commercial Code, a fraction equal to one per cent (1%) of the share capital or voting rights, or any multiple of this percentage, must notify the Company of the total number of shares and voting rights held within eight (8) trading days of crossing one of these thresholds. This also applies under the same conditions as described above whenever the fraction of share capital or voting rights held falls below one of the thresholds stated above.

In addition, this person must also specify in their disclosure to the Company:

- the number of securities owned giving future access to shares to be issued and the associated voting rights;
- existing shares or voting rights that it may acquire under an agreement or financial instrument referred to in Article L. 211-1 of the French Monetary and Financial Code, without prejudice to the provisions of Article L. 233-9 I 4° and 4° bis of the French Commercial Code.

In the event of non-compliance with the above provisions, and at the request of one or more shareholders holding at least one per cent

(1%) of the Company's share capital, shares in excess of the fraction that should have been disclosed will be stripped of voting rights at any Shareholders' Meeting held until the end of the period provided for by the laws and regulations in force following the date on which proper notification is made.

Identification of shareholders

The Company is entitled to request, in accordance with the legal and regulatory terms and conditions in force, the full identity of holders of securities that confer voting rights immediately or in the future.

In order to identify holders of securities, the Company is entitled to request from the share registrars at any time and at its own expense, as applicable, the name or corporate name, nationality, year of birth or incorporation, and address of holders of securities that confer the right immediately or in the future to vote at the Company's Shareholders' Meetings, as well as the number of securities held by each of them and, where applicable, the restrictions that may apply to those securities and more generally to make use of the provisions of Article L. 228-2 of the French Commercial Code concerning identification of holders of securities that confer the right immediately or in the future to vote at the Company's Shareholders' Meetings.

9.3 INFORMATION INCORPORATED BY REFERENCE

In accordance with Article 19 of EU Regulation No. 2017/1129 of 14 June 2017, this Universal Registration Document incorporates by reference the following information, to which readers are invited to refer:

- the consolidated financial statements for the 2024-25 financial year, prepared in accordance with IFRS, together with the related Statutory Auditors' report, can be found on pages 241 to 295 of the Universal Registration Document filed with the AMF on 30 June 2025 under number D.25-0497;
- the consolidated financial statements for the 2023-24 financial year, prepared in accordance with IFRS, together with the related Statutory Auditors' report, can be found on pages 231 to 282 of the

Universal Registration Document filed with the AMF on 26 June 2024 under number D.24-0576;

- Rémy Cointreau's annual financial statements for the 2024-25 financial year, prepared in accordance with French legislation, together with the related Statutory Auditors' report, can be found on pages 297 to 316 of the Universal Registration Document filed with the AMF on 30 June 2025 under number D.25-0497;
- Rémy Cointreau's annual financial statements for the 2023-24 financial year, prepared in accordance with French legislation, together with the related Statutory Auditors' report, can be found on pages 285 to 304 of the Universal Registration Document filed with the AMF on 26 June 2024 under number D.24-0576;

9.4 STATEMENT BY THE PERSONS RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT

"We hereby certify, to the best of our knowledge, that the information contained in this Universal Registration Document is in accordance with the facts and contains no omission likely to affect its import.

We further certify, to the best of our knowledge, that the statutory and consolidated financial statements have been prepared in accordance with the applicable accounting standards and give a true and fair view of the assets, liabilities, financial position, and profits or losses of the issuer and of all the entities included in the consolidation. We also certify that the management report included in this document and detailed in the cross-reference table (section 9.6 below) provides a faithful representation of the development and performance of the business and the financial position of the issuer and all the entities included in the consolidation, as well as a description of the main risks and uncertainties they face, and that it has been prepared in accordance with the applicable sustainability reporting standards."

Franck Marilly

Chief Executive Officer of Rémy Cointreau

9.5 PERSONS RESPONSIBLE FOR AUDITING THE FINANCIAL STATEMENTS

CURRENT APPOINTMENTS

Principal Statutory Auditors		
Firm	PricewaterhouseCoopers Audit 63, rue de Villiers 92208 Neuilly-sur-Seine CEDEX	Forvis Mazars 61, rue Henri-Regnault 92400 Courbevoie
Represented by	Amélie Wattel, Member of the Compagnie Régionale des Commissaires aux Comptes de Versailles et du Centre	Jérôme de Pastors, Member of the Compagnie Régionale des Commissaires aux Comptes de Versailles et du Centre
Date of first appointment	24/07/2018	23/07/2020
Date appointment expires	Shareholders' Meeting called to approve the financial statements for the financial year ending 31 March 2030	Shareholders' Meeting called to approve the financial statements for the financial year ending 31 March 2026

9.6 CROSS-REFERENCE TABLES

9.6.1 CROSS-REFERENCE TABLE FOR USE WITH THE 2025-26 UNIVERSAL REGISTRATION DOCUMENT (URD)

Information required under Annexes 1 and 2 of Commission Delegated Regulation (EU) No. 2019/980 of 14 March 2019, in accordance with the chart of the URD.

	Pages	Chapters
1. Persons responsible	379	9.4
2. Statutory Auditors	379	9.5
3. Risk factors	24, 152-167	Integrated Report, 2.2
4. Information about the Company		
4.1 Legal and commercial name	376	9.1
4.2 Registration place and number and LEI	376	9.1
4.3 Date of incorporation and duration	376	9.1
4.4 Registered office and legal form, legislation under which the Company operates, country of origin, address and telephone number of the registered office, website with a disclaimer	376	9.1
5. Business overview		
5.1 Principal activities	6-15	Integrated Report
5.2 Principal markets	16, 17,	Integrated Report
5.3 Significant events	242, 313	4.1.5, 6.5
5.4 Strategy and objectives	20-22	Integrated Report
5.5 Dependence on patents, licences, contracts and manufacturing processes	154, 159, 160, 163, 164	2.2.1, 2.2.2, 2.2.3
5.6 Statement on competitive positioning	12, 14	Integrated Report
5.7 Investments	4 et 5	Integrated Report
5.7.1 Significant investments made	4, 243, 265, 285, 287	Integrated Report, 4.2, 5.6 : Note 4, Note 15.1.4, et Note 15.2
5.7.2 Main investments in progress and future investments	n/a	n/a
5.7.3 Information on joint ventures and associates	267, 297	5.6: Note 5, Note 25.1
5.7.4 Environmental issues that may affect the use of property, plant and equipment	258	5.6: Note 1.2
6. Organisational structure		
6.1 Brief description of the Group	6-15	Integrated Report
6.2 List of significant subsidiaries	299, 300, 322	5.6 : Note 28, 6.5 : Note 17
7. Operating and financial review		
7.1 Financial condition	237	4
7.1.1 Changes in results and financial position including financial and, where appropriate, non-financial key performance indicators	4-5, 238-247	Integrated Report, 4.1, 4.2, 4.3, 4.4
7.1.2 Future development forecasts and research and development activities	n/a	n/a

	Pages	Chapters
7.2 Operating results	246, 309	4.4.1, 6.2
7.2.1 Significant factors, unusual or infrequent events or new developments	242	4.1.5
7.2.2 Reasons for material changes in net sales or revenues	239, 240	4.1.2
8. Capital resources		
8.1 Capital information	244, 255, 270, 310	4.2, 5.4, 5.6 : Note 10, 6.3
8.2 Cash flows	245, 246, 256, 311	4.3, 5.5, 6.4
8.3 Financing requirements and financing structure	245, 273, 317, 318	4.3, 5.6 : Note 11, 6.5 : Note 8
8.4 Restrictions on the use of capital resources	n/a	n/a
8.5 Anticipated sources of funds	n/a	n/a
9. Regulatory environment		
Description of the regulatory environment that may affect the Company's business	163-165	2.2.3
10. Trend information		
10.1 Description of the main trends and any significant changes in the Group's financial performance since the end of the last financial year	247	4.5
10.2 Events likely to have a material effect on the Company's prospects	247	4.5
11. Profit forecasts or estimates	n/a	n/a
12. Administrative, management, supervisory and senior management bodies		
12.1 Information about members	8-9, 176, 177, 181-195, 208, 209	Integrated Report, 3.2.1, 3.2.2, 3.3, 3.4
12.2 Conflicts of interest	209	3.4
13. Remuneration and benefits		
13.1 Remuneration paid and benefits in kind	210-227, 297, 322	3.5, 5.6 : Note 25.4, 6.5 : Note 17
13.2 Provisions for pension, retirement and similar benefits	219-225, 226-227, 293-295	3.5.4, 3.5.5, 5.6 : Note 23
14. Board practices		
14.1 Date of expiry of terms of office	177, 208	3.2.1, 3.3
14.2 Service contracts between members of the administrative, management or supervisory bodies and the Company	209, 367	3.4, 8.2
14.3 Information on the Audit and Remuneration Committees	178, 181, 198-204	3.2.1, 3.2.2, 3.2.4
14.4 Declaration of compliance with the corporate governance system in force	174, 339	3.1.2, 7.2.3
14.5 Potential future changes to corporate governance	196, 197	3.2.3
15. Employees		
15.1 Number of employees	106, 288	1.3.1, 5.6 : Note 17
15.2 Equity investments and stock options	270-272	5.6 : Note 10.1 ; Note 10.2 et Note 10.3
15.3 Arrangements for involving the employees in the capital	271, 315, 316	5.6 : Note 10.3, 6.5 : Note 6

	Pages	Chapters
16. Major shareholders		
16.1 Shareholders holding more than 5% of the share capital	28, 336	Integrated Report, 7.2.1
16.2 Existence of different voting rights	336, 343, 379	7.2.1, 7.3, 9.2
16.3 Direct or indirect control	336, 341	7.2.1, 7.2.3
16.4 Arrangements the operation of which may result in a change of control	336	7.2.1
17. Related-party transactions	299	5.6 : Note 25
18. Financial information concerning the Company's assets and liabilities, financial position and profits and losses		
18.1 Historical financial information	n/a	n/a
18.1.1 Audited historical financial information for the last three financial years and audit report	253-306, 309-328	5 ; 6
18.1.2 Change in accounting reference date	n/a	n/a
18.1.3 Accounting standards	260, 315	5.6 : Note 1, 6.5 : Note 1
18.1.4 Change of accounting framework	n/a	n/a
18.1.5 Statement of financial position, income statement, statement of changes in equity, cash flow statement, accounting policies and explanatory notes	253-306, 309-328	5, 6
18.1.6 Consolidated financial statements	253-306	5
18.1.7 Date of latest financial information	253-306, 309-328	5, 6
18.2 Interim and other financial information (audit or review reports where applicable)	n/a	n/a
18.3 Audit of historical annual financial information	303, 325	5.7, 6.6
18.3.1 Independent audit of annual financial information	303, 325	5.7, 6.6
18.3.2 Other audited information	n/a	n/a
18.3.3 Unaudited financial information	n/a	n/a
18.4 Pro forma financial information	n/a	n/a
18.5 Dividend distribution policy		
18.5.1 Description of the dividend policy and any applicable restrictions	29, 336, 379	Integrated Report, 7.2.1, 9.2
18.5.2 Amount of dividend per share	29, 327	Integrated Report, 6.7
18.6 Administrative, legal and arbitration proceedings	244, 278	4.1.5, 5.6 : Note 12
18.7 Significant change in financial position	n/a	n/a

	Pages	Chapters
19. Additional information		
19.1 Information on share capital	270	5.6 : Note 10.1
19.1.1 Amount of share capital subscribed, number of shares issued and fully paid up and par value per share, number of shares authorised	272, 332, 336	5.6 : Note 10.1, 7.1, 7.2.1
19.1.2 Information on shares not representing capital	321	7.1.3
19.1.3 Number, carrying amount and nominal value of shares held by the Company	260, 303, 205, 323	5.6 : Note 10.1, 6.5 : Note 2 et Note 6, 7.1.4
19.1.4 Convertible securities, exchangeable securities or securities with warrants	260, 265, 307	5.6 : Note 10.1, Note 11.7, 6.5 : Note 8.1
19.1.5 Terms of any acquisition rights and/or any obligations over capital subscribed for but not paid up, or of an undertaking to increase the capital	333	7.1.3
19.1.6 Conditional or unconditional option or agreement of any Group member	333	7.1.3
19.1.7 History of share capital	332	7.1.2
19.2 Memorandum and Articles of Association	377	9.2
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19.2.2 Rights, privileges and restrictions attached to each class of shares	336, 343, 379	7.2.1, 7.3, 9.2
19.2.3 Provisions that may delay, defer, or prevent a change of control of the issuer	336	7.2.1
20. Material contracts	343	7.3
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9.6.2 CROSS-REFERENCE TABLE FOR USE WITH THE ANNUAL FINANCIAL REPORT

	Pages	Chapters
1. Declaration by the individuals responsible for the annual financial report	381	9.4
2. Management report including the report on sustainability information	385-386	9.6.3
2.1 Assurance provider's report on sustainability information	143	1.6
3. Corporate governance report	173-236	3
4. Financial statements and reports		
4.1 Parent company financial statements	310-324	6.1-6.5
4.2 Statutory Auditors' report on the company financial statements	325-327	6.6
4.3 Consolidated financial statements	254-302	5.1-5.6
4.4 Statutory Auditors' report on the consolidated financial statements	303-306	5.7

9.6.3 CROSS-REFERENCE TABLE FOR USE WITH THE MANAGEMENT REPORT

Reference texts		Comments on the financial year	Pages	Chapters
1. COMPANY SITUATION AND BUSINESS				
French Commercial Code	Articles L. 225-100-1, I, 1 ^o , L. 232-1, II, L. 233-6 and L. 233-26	Company situation and objective and comprehensive analysis of the development of the Company's business, earnings and financial position, in particular its debt position in view of the volume and complexity of its business	238-246	4.1, 4.2, 4.3
French Commercial Code	Article L. 225-100-1, I, 2 ^o	Financial key performance indicators	4, 238	IR, 4.1.1
French Commercial Code	Article L. 225-100-1, I, 2 ^o	Non-financial key performance indicators relating to the specific activity of the Company	5, 48-50	IR, 1.1.4.3
French Commercial Code	Articles L. 232-1, II and L. 233-26	Important events occurring between the reporting date and the date of the management report	248, 298, 322	4.5, 5.6: Note 27, 6.5: Note 18
French Commercial Code	Article L. 232-1, II	Existing branches	n/a	n/a
French Commercial Code	Article L. 233-6 par. 1 and L. 232-1	Significant equity investments made during the financial year in companies headquartered in France (thresholds: 5%, 10%, 20%, 1/3, 50%, 2/3)	n/a	n/a
French Commercial Code	Articles L. 233-29, L. 233-30 and R. 233-19	Disposal of cross-shareholdings	n/a	n/a
French Commercial Code	Articles L. 232-1, II and L. 233-26	Foreseeable change in the situation of the Company and future outlook	249	4.6
French Commercial Code	Articles L. 232-1, II and L. 233-26	Research and development activities	n/a	n/a
French Commercial Code	Article D. 441-4	Information on payment terms for suppliers and customers	247	4.4.3
French Monetary and Financial Code	Articles L. 511-6 and R. 511-2-1-3	Amount of inter-company loans granted and Statutory Auditor's statement	n/a	n/a
2. INFORMATION RELATING TO THE PRESENTATION OF THE ANNUAL FINANCIAL STATEMENTS AND THE ALLOCATION OF PROFIT FOR THE FINANCIAL YEAR				
French Commercial Code	Article R. 225-102	Amount of non-tax-deductible expenses and charges	n/a	n/a
French Commercial Code	Article R. 225-102	Profit for the financial year and proposed allocation of earnings	346 and 347	8.1
French General Tax Code	Article 243 A	Dividends distributed in respect of the last three financial years	29, 327	IR, 6.7
French Commercial Code	Article R. 225-102	Table showing the company's results over each of the last five financial years	327	6.7
3. INTERNAL CONTROL AND RISK MANAGEMENT				
French Commercial Code	Article L. 225-100-1, I, 3 ^o	Principal risks and uncertainties that the Company faces	24-26, 152-167	IR, 2.2
French Commercial Code	Article L. 225-100-1, I, 4 ^o	Hedging objectives and policy for each category of transaction and the Company's exposure to price, credit, liquidity and cash flow risks. The information includes the Company's use of financial instruments	166-167, 278-282	2.2.4, 5.6: Note 14

Reference texts		Comments on the financial year	Pages	Chapters
Law No. 2016-1691 of 9 December 2016, known as "Sapin II"		Anti-corruption system	128-129, 163-164, 169-171	1.4.2, 2.2.3, 2.4.3, 2.4.4
French Commercial Code	Article L. 225-102-4	Vigilance plan and report on its effective implementation	n/a	n/a
4. SHAREHOLDING STRUCTURE AND SHARE CAPITAL				
French Commercial Code	Article L. 233-13	Structure, change in the Company's capital and crossing of thresholds	28, 270, 330, 334	IR, 5.6: Note 10.1, 7.1.2, 7.2.1
French Commercial Code	Article L. 225-111	Acquisition and disposal by the Company of its own shares	313, 315-316, 333-334	6.5: Note 2 and Note 6, 7.1.4
French Commercial Code	Article L. 225-102 par. 1	Employee shareholding statement	334-335	7.2.1
French Commercial Code	Articles R. 228-90 and R. 228-91	Any adjustments to securities giving access to the capital in the event of share buybacks or financial transactions	331-334	7.1.3, 7.1.4
French Monetary and Financial Code	Article L. 621-18-2	Information on transactions by executives and related parties in the Company's shares	228	3.5.6
5. PRESENTATION OF THE SUSTAINABILITY REPORT			35-145	1
6. ADDITIONAL INFORMATION REQUIRED FOR THE PREPARATION OF THE MANAGEMENT REPORT				
French General Tax Code	Articles 223 <i>quater</i> and 223 <i>quinquies</i>	Additional tax information	376	9.1
French Commercial Code	Article L. 464-2	Injunctions or penalties for anti-competitive practices	n/a	n/a

9.6.4 CROSS-REFERENCE TABLE FOR USE WITH THE CORPORATE GOVERNANCE REPORT

Reference texts		Comments on the financial year	Pages	Chapters
1. INFORMATION ON REMUNERATION				
Article L. 22-10-8, I, par. 2		Remuneration policy for corporate officers	210, 212, 229	3.5.1, 3.5.2 3.5.8
Article L. 22-10-9, I, 1°		Total remuneration and benefits of all kinds paid during or allocated in respect of the financial year to each corporate officer	210-229	3.5
Article L. 22-10-9, I, 2°		Relative proportion of fixed and variable remuneration	210-229	3.5
Article L. 22-10-9, I, 3°		Use of the option to request the return of variable remuneration	n/a	n/a
Article L. 22-10-9, I, 4°		Commitments of any kind made by the Company for the benefit of its corporate officers	210	3.5
Article L. 22-10-9, I, 5°		Remuneration paid or allocated by a company included in the scope of consolidation within the meaning of Article L. 233-16 of the French Commercial Code	212, 218	3.5.2, 3.5.3

Reference texts	Comments on the financial year	Pages	Chapters
Article L. 22-10-9, I, 6°	Ratios between the level of remuneration of each Executive Director and the average and median remuneration of Company employees	226	3.5.5
Article L. 22-10-9, I, 7°	Annual change in remuneration, the Company's performance, the average remuneration of Company employees and the above ratios over the five most recent financial years	226	3.5.5
Article L. 22-10-9, I, 8°	Explanation on how the total remuneration complies with the adopted remuneration policy, including the way it contributes to the Company's long-term performance and how the performance criteria were applied	210	3.5.1
Article L. 22-10-9, I, 9°	How the vote of the last Ordinary Shareholders' Meeting provided for in Article L. 225-100 II (until 31 December 2020) and then Article L. 22-10-34 I (from 1 January 2021) was taken into account	228	3.5.7
Article L. 22-10-9, I, 10°	Deviation from the procedure for implementing the remuneration policy and any exceptions	n/a	n/a
Article L. 22-10-9, I, 11°	Application of the provisions of paragraph 2 of Article L. 225-45 of the French Commercial Code	n/a	n/a
Article L. 225-185	Allocation and retention of options by corporate officers	n/a	n/a
Articles L. 225-197-1 and L. 22-10-59	Allocation and retention of bonus shares to Executive Directors	212-216 331	3.5.2, 7.1.3
Remuneration policy for executives and directors (Say on Pay)			
Articles L. 225-98 and L. 22-10-32	Ex ante vote: Draft resolutions prepared by the Board of Directors relating to the mandatory prior vote of shareholders on the compensation of executives and directors, and the compensation elements concerned.	194, 210-229	3.2.1, 3.5
Article L. 22-10-8	Decision-making process followed for determining remuneration and criteria for the distribution and allocation of fixed, variable and exceptional components of total compensation and benefits of any kind attributable to executives	210-229	3.5
Article R. 22-10-14	Criteria for distributing the annual fixed sum allocated by the Shareholders' Meeting to directors	210	3.5.1
Article L. 22-10-34	Ex-post vote on variable or exceptional compensation elements paid or awarded during the past financial year	210	3.5.1
2. INFORMATION ON GOVERNANCE			
Article L. 225-37-4, 1°	List of all offices and positions held in any Company by each of the corporate officers during the financial year	181-195	3.2.2
Article L. 225-37-4, 2°	Agreements entered into between an executive or a significant shareholder and a subsidiary	209	3.4
Article L. 225-37-4, 3°	Summary table of current authorisations granted by the Shareholders' Meeting to increase the share capital	332	7.1.3
Article L. 225-37-4, 4°	Senior management procedures	174, 208	3.1.1, 3.3.1

Reference texts	Comments on the financial year	Pages	Chapters
Article L. 22-10-10, 1°	Composition, preparation and organisation of the Board's work	8, 176, 196	Integrated Report, 3.2.1, 3.2.3
Article L. 22-10-10, 2°	Application of the principle of balanced representation of women and men on the Board	176	3.2.1
Article L. 22-10-10, 3°	Any limitations that the Board of Directors has imposed on the powers of the Chief Executive Officer	208	3.3.1
Article L. 22-10-10, 4°	Reference to a Corporate Governance Code and application of the "comply or explain" principle	174, 206	3.1.2, 3.2.6
Article L. 22-10-10, 5°	Specific procedures relating to shareholders' attendance at Shareholders' Meetings	377	9.2
Article L. 22-10-10, 6°	Procedure for assessing ordinary agreements and its implementation	207	3.2.7
Article L. 22-10-10-17	Main characteristics of the internal control and risk management procedures implemented by the Company relating to the preparation and processing of accounting and financial information	148	2.1
Article L. 22-10-10	Description of the diversity policy applied to members of the Board of Directors/Supervisory Board, as well as a description of the objectives of this policy, its implementation methods, and the results achieved during the past financial year.	179	3.2.1
3. INFORMATION LIKELY TO HAVE AN IMPACT IN THE EVENT OF A PUBLIC TAKEOVER OR EXCHANGE OFFER			
Article L. 22-10-11	Structure of the Company's capital	330, 334	7.1, 7.2.1
Article L. 22-10-11	Statutory restrictions on the exercise of voting rights and share transfers or agreement clauses brought to the knowledge of the Company pursuant to Article L. 233-11 of the French Commercial Code	341, 377	7.3, 9.2
Article L. 22-10-11	Direct or indirect shareholdings in the Company's capital of which it is aware pursuant to Articles L. 233-7 and L. 233-12 of the French Commercial Code	334	7.2.1
Article L. 22-10-11	List of holders of any securities with special control rights and a description of those rights	n.a	n.a
Article L. 22-10-11	Agreements between shareholders of which the Company is aware and which may result in restrictions on the transfer of shares and the exercise of voting rights	334, 341	7.2.1, 7.3
Article L. 22-10-11	Rules governing the appointment and replacement of members of the Board of Directors and the amendment of the Company's Articles of Association	194-195, 196	3.2.2, 3.2.3
Article L. 22-10-11	Powers of the Board of Directors, in particular to issue or repurchase shares	333	7.1.4
Article L. 22-10-11	Agreements entered into by the Company that are amended or terminated in the event of a change of control of the Company, save where such disclosure, except in the case of a legal obligation of disclosure, would cause serious harm to its interests	341	7.3
Article L. 22-10-11	Agreements providing for the payment of compensation to members of the Board of Directors or employees in the event of their resignation or dismissal without real and serious cause or if their employment is terminated because of a public takeover or exchange offer	341	7.3

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