



**NOTICE
OF MEETING**

Combined Shareholders' Meeting

21 JULY 2026

9:30 AM



RÉMY COINTREAU



COMBINED SHAREHOLDERS' MEETING

2026

Tuesday, 21 July 2026, 9:30 AM

Hôtel Shangri-La Paris

10, avenue d'Iéna

75116 Paris

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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.

1

AGENDA

ORDINARY BUSINESS

- Approval of the company financial statements for the 2025/2026 financial year;
- Approval of the consolidated financial statements for the 2025/2026 financial year;
- Appropriation of income and setting of the dividend;
- Option to pay the dividend in shares;
- Agreements covered by Article L. 225-38 et seq. of the French Commercial Code;
- Reappointment of Forvis Mazars as Statutory Auditors;
- Renewal of Sonia Bonnet-Bernard's term of office as a Board member;
- Renewal of Laure Hériard Dubreuil's term of office as a Board member;
- 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;
- 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;
- 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;
- 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;
- Approval of the compensation policy for the Chairman of the Board of Directors for the 2026/2027 financial year;
- Approval of the compensation policy for the Chief Executive Officer for the 2026/2027 financial year;
- Approval of the compensation policy for Board members for the 2026/2027 financial year;
- Authorisation for the Board of Directors to trade in the Company's shares.

EXTRAORDINARY BUSINESS

- Authorisation enabling the Board of Directors to reduce the share capital via the cancellation of treasury shares held by the Company;
- 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;
- 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;
- 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;
- 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;
- 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;
- 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;
- Delegation of authority to the Board of Directors to increase the capital by incorporation of reserves, profits or premiums;
- 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;
- 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";
- Powers to carry out formalities.

2

PROCEDURES FOR PARTICIPATING IN THE MEETING

1. ATTENDANCE AT THE MEETING

GENERAL RULES

Any shareholder, regardless of the number of shares they hold, may attend this shareholders' meeting by producing evidence of their identity and the ownership of their shares.

PRELIMINARY FORMALITIES TO ATTEND THE SHAREHOLDERS' MEETING

Pursuant to Article R. 22-10-28 of the French Commercial Code, shareholders must produce evidence of ownership of their shares, at the Record Date, by **Tuesday 14 July 2026 at 00:00 Paris time** (hereinafter **D-5**), or in the registered share register held for the Company by its authorised agent, Société Générale, or in the bearer share register held by an authorised intermediary (in application of paragraph 7 of Article L. 228-1 of the French Commercial Code).

For registered shareholders, this registration by D-5 in the registered share register is enough to allow them to attend the meeting.

For bearer shareholders, this registration of shares must be recorded in a certificate of attendance issued by the intermediary, who will thereby produce evidence of the share owner's status as a shareholder. The certificate of attendance is prepared in the shareholder's name or on behalf of the non-resident shareholder

represented by the registered intermediary. The account keeper must attach the attendance certificate to the postal or proxy voting form and send it to the centraliser, i.e.: Société Générale Securities Services – Service Assemblées – CS 30812 – 44308 Nantes Cedex 3 no later than **Friday 17 July 2026** at 11:59pm.

At any time, the shareholder may assign some or all of their shares; however, if the outcome of the sale (Transfer of ownership) occurs:

- **before D-5 at 00:00 Paris time**, the vote cast by mail or the proxy form, accompanied by a certificate of attendance, will be invalidated or amended accordingly, as applicable;
- **after D-5 at 00:00 Paris time**, regardless of the method used, it will be neither reported by the authorised intermediary nor taken into account by the Company.

WAYS TO PARTICIPATE IN THE MEETING

The shareholder has the right to participate in the Shareholders' Meeting:

- either by attending in person;
- or voting by post;
- or by being represented by any natural person or legal entity of their choice;
- or by being represented by the Chairman of the Shareholders' Meeting.

The Company gives its shareholders the option of carrying out the formalities for voting by mail or assigning power to the Chairman or a Third Party online via the secure platform known as "VOTACCESS®", hereinafter referred to as VOTACCESS.

The VOTACCESS platform will be open from **Friday 3 July 2026** at 9:00am to **Monday 20 July 2026** at 3:00pm (Paris time).

To keep the VOTACCESS platform from becoming congested, shareholders are urged to enter their instructions as soon as possible and not to wait until the day before the Shareholders' Meeting.

Only holders of bearer shares whose account-keeping institutions have enrolled in the VOTACCESS system and who offer them this service for this meeting will have access to it.

The account keepers of the shareholder's bearer shares who are not enrolled in VOTACCESS or who require terms of use for site access will tell the shareholder how to proceed.

Shareholders wishing to attend the Shareholders' Meeting in person

Shareholders wishing to attend the Shareholders' Meeting in person must bring an admission card. As this document is strictly personal, it cannot be transferred to another person.

Holders of registered shares registered for at least one month on the date of the meeting notice will receive the meeting letter accompanied by a single form by post.

They may obtain their admission card either by returning the duly completed and signed voting form using the prepaid reply envelope attached to the notice of meeting received by post, or by logging onto the website <https://sharinbox.societegenerale.com> with their usual access codes (set out on the single voting form) or their login email (if they have already activated their Sharinbox by SG Markets account). The password for connecting to the site was sent to shareholders by mail when they first contacted Société Générale Securities Services. If you lose or forget your password, please follow the instructions on your login page.

The admission card will then be sent to the shareholder by post if they are unable to print it.

Holders of bearer shares must either connect using their usual access codes to the Internet portal of their securities account keeper to access the VOTACCESS site and then follow the procedure indicated on the screen to print their admission card, or send a request for the single form to their securities account keeper. In the latter case, if they have not received their admission card by **Tuesday 14 July 2026** (D-5 working days), they must ask their securities account keeper to issue a shareholding certificate providing proof of their status as a shareholder on D-5 to be admitted to the meeting.

All requests received no later than **Friday 17 July 2026** at 11:59pm (D-3 working days) will be granted. Nevertheless, shareholders wishing to attend the meeting should make their request as soon as possible in order to receive the card in good time.

Holders of bearer and registered shares must be able to prove their identity to attend the Shareholders' Meeting.

Shareholders must present themselves before the time set for the start of the Shareholders' Meeting, after which access to the meeting room, with the possibility of voting, cannot be guaranteed.

To vote BY MAIL or assign proxy to the Chairman of the meeting, by mail (using the SINGLE Form)

Shareholders wishing to vote by mail or assign written proxy to the Chairman of the meeting using the Single Form may do so by mail, as follows:

- **holders of registered shares** (pure or administered) should return the Single Form, which they will receive with the meeting notice and related documents, to the centraliser using the prepaid reply envelope attached to the meeting notice;
- **holders of bearer shares** may ask their account-keeping institution for a Single Form. Once filled out by the shareholder, this form should be returned to their account-keeping institution, which will attach a certificate of attendance to it and mail it to the centraliser: Société Générale Securities Services – Service Assemblées – CS 30812 – 44308 Nantes Cedex 3.

In order to be counted, forms must be received by Société Générale Securities Services – Service Assemblées – CS 30812 – 44308 Nantes Cedex 3, no later than **three calendar days** before the Shareholders' Meeting, i.e. **Friday 17 July 2026** by 11:59pm (Paris time).

This Single Form will be sent to every shareholder who requests one in writing, from Société Générale Securities Services (Service Assemblées, CS 30812, 44308 Nantes Cedex 3, France) or from the financial intermediary keeping the securities account of the shareholder of bearer shares.

Requests for the Single Form should be made in writing and be received by Société Générale **no later than six calendar days before the date of the meeting, i.e. Wednesday 15 July 2026.**

The Single Form will also be available on the Rémy Cointreau website at www.remy-cointreau.com, no later than twenty-one days before the meeting, i.e. on **Tuesday 30 June 2026.**

However, the Single Form should on no account be sent directly to Rémy Cointreau.

To vote BY MAIL or assign proxy to the chairman of the meeting, online (via VOTACCESS)

Shareholders also have the option of sending their voting instructions online before the Shareholders' Meeting, using the *via* "VOTACCESS" secure system, under the following conditions:

- **holders of registered shares** (pure or administered) wishing to vote online can access the VOTACCESS site *via* <https://sharinbox.societegenerale.com>
- Holders of pure registered shares should log in with their usual access codes (shown on the single voting form) or their login email (if they have already activated their Sharinbox by SG Markets account). The password for connecting to the site was sent to shareholders by mail when they first contacted Société Générale Securities Services. If you lose or forget your password, please follow the instructions on your login page.
- Holders of administered registered shares held by an intermediary should log in to Sharinbox using the ID number shown in the upper right-hand corner of their paper voting form.
- An access code letter will be sent to all administered shareholders that are new or that have never logged in, before the opening of the vote, so that they are able to connect to Sharinbox and vote.
- After logging in, holders of registered shares (pure or administered) should follow the instructions on the screen to access the VOTACCESS website and vote;

- **holders of bearer shares** should check with the financial intermediary managing their securities account to find out whether they are enrolled in the VOTACCESS system and, as applicable, whether such access is subject to special terms of use. As stated previously, only holders of bearer shares whose financial intermediary has enrolled in the VOTACCESS system may access it. If this is the case, then the shareholders should identify themselves on their financial intermediary's online portal with their usual access codes. Next they should click on the icon that appears on the line matching their Rémy Cointreau shares and follow the instructions on the screen to access the VOTACCESS site and vote.
- If the shareholder's account-keeping institution has not enrolled in the VOTACCESS system, the shareholder should refer to the instructions in paragraph 3.1 above.

If the shareholder has voted or assigned power to the Chairman of the meeting online, they should not return their Single Form.

You are reminded that the VOTACCESS secure platform will be open from **Friday 3 July 2026 at 9:00am to Monday 20 July 2026 at 3:00pm (Paris time)**.

However, to keep this platform from becoming congested, we urge you to enter your instructions as soon as possible, and not to wait until the day before the Shareholders' Meeting.

Notification of the assignment or repeal of a proxy given to a third party, by post or online (via VOTACCESS)

You are reminded that for any proxy given by a shareholder without indicating a Proxyholder, the Chairman of the Shareholders' Meeting will vote in favour of adopting the draft resolutions presented or approved by the Board of Directors and vote against the adoption of all other draft resolutions.

Pursuant to Article R. 225-79 of the French Commercial Code, notice of the assignment or repeal of a proxy given to a Third Party may first be given by mail:

- **holders of registered shares** (pure or administered) should return the Single Form, which they will receive with the meeting notice, to the centraliser using the prepaid reply envelope attached to the meeting notice;
- **holders of bearer shares** may ask their account-keeping institution for a Single Form. Once filled out by the shareholder, this form should be returned to their account-keeping institution, which will attach a certificate of attendance to it and mail it to the centraliser: Société Générale Securities Services – Service Assemblées.

In order to be counted, forms must be received by Société Générale – Service des Assemblées no later than **three calendar days** before the Shareholders' Meeting, i.e. **Friday 17 July 2026 by 11:59pm (Paris time)**.

Notice of the assignment or repeal of a proxy given to a Third Party may also be given more quickly **online** by the following procedures:

- **holders of registered shares** (pure or administered): must make their request via the site <https://sharinbox.societegenerale.com> by logging in as specified above for the vote or giving proxy to the Chairman. After logging in, the shareholder should follow the instructions on the screen to access the "VOTACCESS" website to appoint or revoke a Proxyholder;
- **holders of bearer shares**: must make their request via the Internet portal of their securities account keeper to access the VOTACCESS site, no later than **Monday 20 July 2026 (D-1) at 3:00pm**.

Written and signed proxies must indicate the surname, first name and address of the shareholder as well as those of their proxyholder. The proxy is revoked under the same formal conditions as those used for its assignment.

Assignments or repeals of proxies expressed by the VOTACCESS system must reach Société Générale no later than Monday 20 July 2026 at 3:00pm (Paris time).

Any shareholder who has already cast a vote remotely, sent a proxy or requested an admission card or a shareholding certificate (under the conditions defined in paragraph II of Article R. 225-85), may no longer choose another method of participation in the meeting. Shareholders who have voted remotely (online or using the paper voting form) will no longer be able to vote directly at the meeting or to be represented by a proxy, but will be able to attend.

2. REQUESTS FOR INCLUSION OF DRAFT RESOLUTIONS OR ITEMS FOR THE AGENDA

One or more shareholders representing at least the fraction of share capital specified by applicable laws and regulations may request the inclusion of items for the agenda or draft resolutions under the conditions laid down in Articles L. 225-105 and R. 225-71 to R. 225-73 of the French Commercial Code.

Requests for inclusion of items or draft resolutions on the agenda by shareholders satisfying the legal conditions must be received, under the terms set forth by Articles R. 225-73 and R. 22-10-22 of the French Commercial Code, at the Company's registered office (or preferably the Administrative department: 21 rue Balzac, 75008 Paris) by registered letter with acknowledgement of receipt or electronically (preferred method) by logging on to the Company's website: www.remy-cointreau.com, in the "Contact / Financial Information" section, no later than the twenty-fifth calendar day before the date set for the General Meeting, i.e. **Friday 26 June 2026**.

They must be accompanied by a share registration certificate proving that the authors of the request hold or represent the fraction of the share capital required by the aforementioned Article R. 225-71. Furthermore, the request for inclusion of draft resolutions should be accompanied by the text of the draft resolutions, and the request for inclusion of items on the agenda should be substantiated.

The meeting's review of the items and draft resolutions filed by the shareholders under the legal and regulatory conditions is subject to transmission by the authors of the request for a new certificate showing share registration under the same conditions at D-5 (i.e. **Tuesday 14 July 2026** at 00:00am Paris time).

These items or new draft resolutions will be included on the meeting agenda and brought to the shareholders' attention under the conditions set forth by current regulations (specifically on the Company website: www.remy-cointreau.com).

3. WRITTEN QUESTIONS

Pursuant to Article R. 225-84 of the French Commercial Code, shareholders wishing to ask written questions should, as from this publication and no later than four business days before the meeting date, i.e. **Wednesday 15 July 2026 at 11:59pm (Paris time)**, send their questions to the registered office by registered letter with acknowledgement of receipt to the Chairman of the Board of Directors, or, preferably, by email to the following address: AG2026@remy-cointreau.com

To be taken into account, these questions must be accompanied by an account registration certificate.

The Board of Directors will answer these written questions either during the meeting or via the Company's website. A single answer may be provided for several questions with the same content.

After the meeting, all answers will be posted on the Company's website: www.remy-cointreau.com

4. DOCUMENTS ACCESSIBLE TO SHAREHOLDERS

Documents that should be made accessible to shareholders for the meeting will be available at the Company's administrative department (21, rue Balzac, 75008 Paris, France), as from the publication of the meeting notice, and will be only viewable on the premises by appointment. They will also be made available to shareholders on the Company's website: www.remy-cointreau.com

The documents and information referred to in Article R. 22-10-23 of the French Commercial Code, which are to be presented at the General Meeting, will be made available from the twenty-first day prior to the General Meeting, i.e. **Tuesday 30 June 2026** on the Company's website: www.remy-cointreau.com.

5. LIVE AND RECORDED BROADCASTS OF THE MEETING

In accordance with Articles L. 22-10-38-1 and R. 22-10-29-1 of the French Commercial Code, the meeting will be broadcast live in full via the Company's website (<https://www.remy-cointreau.com/fr/>) unless transmission is prevented or seriously disrupted due to

technical difficulties. A video recording of the meeting will also be available to view at <https://www.remy-cointreau.com/fr/> no later than seven working days after the date of the meeting and for a minimum of two years from the date it is posted online.

The Board of Directors

3

SUMMARY OF THE ACTIVITY FOR 2025-26

CONSOLIDATED FULL YEAR RESULTS 2025-26 (APRIL 2025 – MARCH 2026)

FULL-YEAR RESULTS IN LINE WITH TARGETS

RC FORWARD TRANSFORMATION PLAN: DRIVING GROWTH AND CREATING VALUE (€100 MILLION⁽¹⁾ OVER 3 YEARS)

2026-27 OBJECTIVES: RETURN TO GROWTH AND SLIGHT IMPROVEMENT IN CURRENT OPERATING MARGIN ON AN ORGANIC BASIS

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. 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.

Current Operating Margin was down by -4.4 points to 17.7% as reported (of which -2.6 points on an organic basis).

This evolution reflects a -3.7 points decline in **gross margin** on an organic basis to 65.8%. Contributing factors were incremental custom duties, an unfavorable price-mix effect, and a rise in production costs. In 2025-26, 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). In parallel, the group records a reduction in the **overhead cost ratio** (organic decrease of 0.4 points in sales ratio), despite the reintegration of €11 million from last year's one-off savings).

Finally, **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.

(1) At Current Operating Profit level.

KEY FIGURES

Key figures – in €m (unless otherwise stated)	2025-26	2024-25	Reported change	Organic change	
				vs. 2024-25	vs. 2019-20
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%
Current operating margin (%)	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%
Net margin (%)	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%
Net margin excl. non-recurring items (%)	9.5%	13.0%	-3.5 pts	-2.2 pts	-2.7 pts
EPS Group share (€)	1.51	2.36	-36.0%	-22.2%	-30.0%
EPS Group share excl. non-recurring items (€)	1.71	2.49	-31.2%	-17.8%	-27.0%
Net debt /EBITDA ratio	3.22x	2.40x	+0.82x	+0.82x	+1.36x

CURRENT OPERATING PROFIT BY DIVISION

In €m (unless otherwise stated)	2025-26	2024-25	Reported change	Organic change	
				vs. 2024-25	vs. 2019-20
Cognac	141.5	184.5	-23.3%	-12.6%	-26.1%
As % of sales	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%
As % of sales	12.5%	14.6%	-2.1 pts	-0.8 pt	-0.6 pt
SUBTOTAL : GROUP BRANDS	184.6	236.0	-21.8%	-10.5%	-17.6%
As % of sales	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%
As % of sales	17.7%	22.0%	-4.4 pts	-2.6 pts	-3.2 pts

Cognac

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.

The **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).

Liqueurs and Spirits

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 **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).

Partner Brands

Sales of Partner Brands were down -22.4% on an organic basis in 2025-26.

Current Operating Profit came to -€1.3 million full year in 2025-26, compared with -€1.4 million in 2024-25.

CONSOLIDATED RESULTS

Current Operating Profit (COP) stood at €165.4 million, down -23.8% as reported (-11.5% on an organic basis). This takes into account a -10.5% organic decline in Current Operating Profit for Group Brands, a negative contribution from Partner Brands, and nearly unchanged holding costs.

This performance also includes a **negative currency effect** of -€26.6 million, linked primarily to trends in the US dollar and Chinese renminbi. 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.

Current Operating Margin stood at 17.7%, down -4.4 points as reported (of which -2.6 pts on an organic basis).

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.

EPS Group share stood at €1.51, down -36.0% as reported from 2024-25. Excluding non-recurring items, the figure is €1.71.

Net debt rose by €15.0 million to €690.4 million at March 31, 2026. This was primarily due to a decline in EBITDA that was partly offset by a sharp improvement in Free Cash Flow resulting from marked optimization of working capital. As a result, the Group reported a steep improvement in its cash conversion from 10% in 2024-25 to 27% in 2025-26. **The net debt/EBITDA ratio** stood at 3.22x at March 31, 2026 compared with 2.40x at March 31, 2025, reflecting the impact of lower EBITDA and not a worsening in the Group's balance sheet.

Return on capital employed (ROCE) was 7.7% at March 31, 2026, down -2.6 points (of which -1.4 points on an organic basis) reflecting the decline in profitability of Group brands combined with ongoing strategic purchases of eaux-de-vie, which weighed on capital employed.

The Board of Directors of Rémy Cointreau will recommend that shareholders approve **an ordinary dividend of €0.75 per share at the General Meeting on July 21, 2026, (compared with €1.50 in 2024-25). The dividend will consist of a €0.50 cash payment and a further €0.25 payable either in cash or in shares.**

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⁽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.

RC FORWARD 2028-29

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.*

4

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.

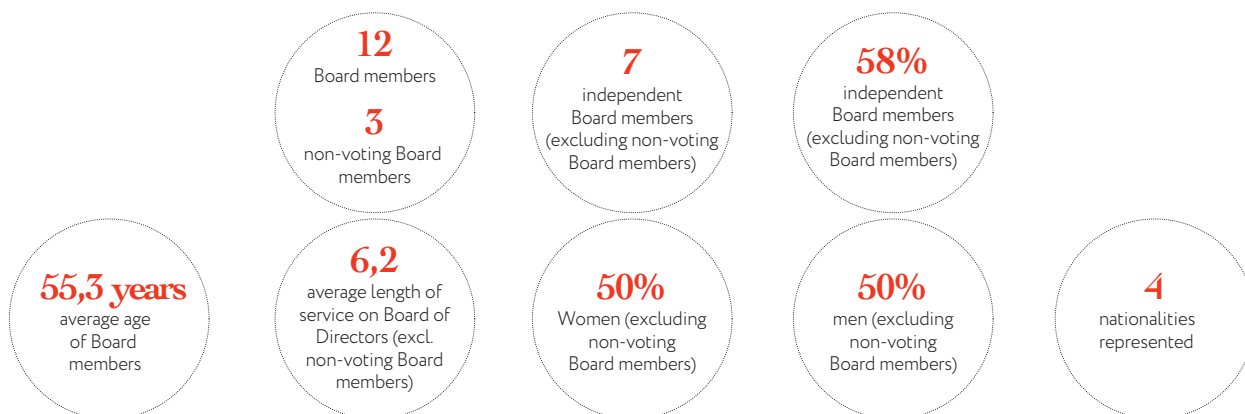
5

GOVERNANCE

COMPOSITION OF THE BOARD OF DIRECTORS

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	
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
<p>4 members 75% independent</p>	<p>4 members 50% independent</p>	<p>4 members 50% independent</p>
<p>Sonia Bonnet-Bernard ♦★ Caroline Bois Pierre Bidart ♦ Marc Verspyck ♦</p>	<p>Bruno Pavlovsky ♦★ Caroline Bois Alain Li ♦ Elie Hériard Dubreuil</p>	<p>Elie Hériard Dubreuil ★ Jessica Spence ♦ Hélène Dubrule ♦ Dominique Hériard Dubreuil</p>

♦ 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 the 2025-26 Universal Registration 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.

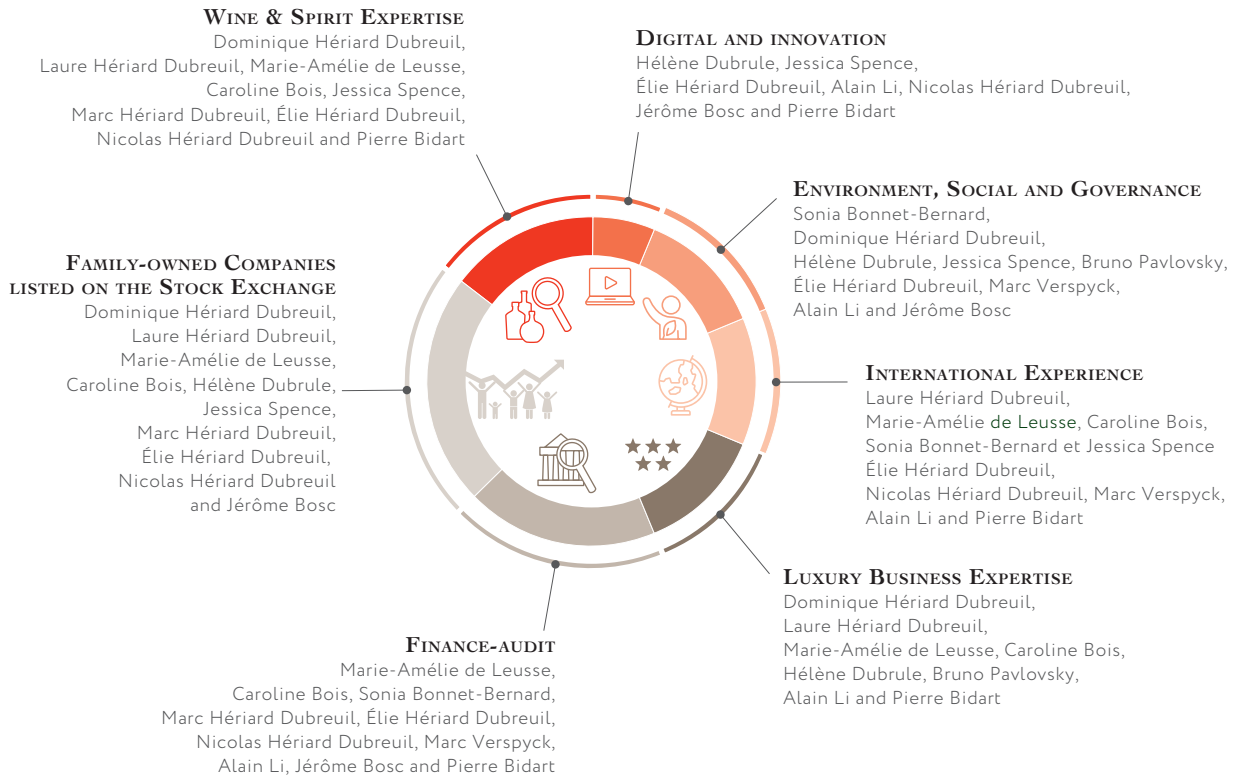
During the 2025-2026 financial year:

- 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



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 Aleteia 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.



H  L  NE 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'Acad  mie de M  decine – 16 rue Bonaparte – 75006 Paris, France

Holds: 100 RC shares

H  l  ne Dubrule graduated from HEC in 1987 and began her career at L'Or  al, 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'Or  al 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 Herm  s Group, where she was, in turn, International Marketing Director of Herm  s Parfums, CEO of Herm  s Soie et Textiles, CEO of Herm  s Maison and President of Puijforcat. She then spent five years at the helm of the French market businesses as CEO of Herm  s Distribution France. She is currently President of the Fondation de l'Acad  mie de M  decine, 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'Acad  mie de M  decine

OTHER CURRENT APPOINTMENTS

- Member of the Supervisory Board of the Labruy  re Group

PREVIOUS APPOINTMENTS

(held during the past five years and now ended)

- Chief Executive Officer of Herm  s Distribution France



LAURE H  RIARD 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 H  riard 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, Dennerstrasse 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 Luxembourg 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 Moulinages de Riotord, Lesage Intérieurs, Lesage Paris, Maison Massaro, Maison Michel, Manufactures de Mode, Mégisserie Richard, Montex, Paloma, Paraffection, Partrou, Tanneries Haas, Settelile, 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 Maroquiniers (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, Cépabyzance
- 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 Moulinages 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-directorships	Business relationships	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 21 to 33 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

6

COMPENSATION AND BENEFITS

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.

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.

COMPENSATION AND BENEFITS

TABLE 3 – COMPENSATION RECEIVED BY NON-EXECUTIVE DIRECTORS

See Table on page 44 “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: <ul style="list-style-type: none"> ▪ 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: <ul style="list-style-type: none"> ▪ 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: <ul style="list-style-type: none"> ▪ 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.

COMPENSATION AND BENEFITS

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.

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 56 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.

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.

COMPENSATION AND BENEFITS

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	<p>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.</p> <p>(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.</p> <p>(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.</p> <ol style="list-style-type: none"> 1. conditions for enrolment in the scheme and other eligibility conditions: <ul style="list-style-type: none"> - 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; 2. reference compensation equal to the sum of the gross annual fixed compensation, the bonus received and benefits in kind subject to social security contributions; 3. rights accrue annually; 4. total ceiling on accrued rights under all schemes governed by Article L. 137-11-2 of the French Social Security Code: 15 percentage points; 5. funding outsourced to an insurance company to which a premium is paid each year; 6. 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: <ol style="list-style-type: none"> (i) current operating profit, (ii) cash flow generation, (iii) net profit excluding non-recurring items, (iv) 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.

COMPENSATION AND BENEFITS

Components of compensation paid during or granted in respect of the 2025-26 financial year	Amounts or accounting valuations put to the vote	Comments
Life and disability policies (death, disability and incapacity for work) and healthcare schemes	€2,188	<p>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%;</p> <p>7. annual cap on the accrual of pension rights: the annual accrual rate is capped at 1.5% for any given year.</p> <p>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.</p> <p>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.</p> <p>Éric Vallat was covered by the Group life and disability policies and healthcare schemes for all employees.</p> <p>These schemes comprise i) an insurance plan covering death, disability and incapacity for work, and ii) a healthcare plan.</p> <p>(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.</p> <p>(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.</p>

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	<p>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.</p> <p>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.</p> <p>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.</p>

**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) <i>Arithmetic average of Executive Committee members' achievement rates</i>	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%	

COMPENSATION AND BENEFITS

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	<p>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⁾.</p> <p>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.</p> <p>Actual payment of this benefit is subject to the performance criteria set out below:</p> <p><u>Quantitative performance criteria</u></p> <p>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.</p> <p>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.</p> <p>The percentage used to calculate the compensation is the average percentage of the previous two financial years.</p> <p><u>Qualitative performance criteria</u></p> <p>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.</p>

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	<p>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⁾.</p> <p>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.</p> <p>The severance pay and non-compete compensation will be capped at 24 months' salary as defined above.</p> <p>In the event of a breach of this non-compete clause, the Company will be entitled to claim damages.</p>
Supplementary pension scheme	€23,264	<p>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.</p>
Life and disability policies (death, disability and incapacity for work) and healthcare schemes	€7,252	<p>Franck Marilly is covered by the Group life and disability policies and healthcare schemes for all employees.</p> <p>These schemes comprise i) an insurance plan covering death, disability and incapacity for work, and ii) a healthcare plan.</p> <p>(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.</p> <p>The Company's obligation is limited to paying contributions to the insurance company that manages the plan.</p> <p>(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.</p> <p>The Company's obligation is limited to paying contributions to the insurance company that manages the plan.</p>

(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.

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.

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)

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

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.

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.

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	<p>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.</p> <p>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.</p> <p>The Board of Directors distributes the annual amount of €700,000 in directors' fees set by the Shareholders' Meeting among its members as follows:</p> <ul style="list-style-type: none"> ■ 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. <p>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.</p> <p>Members of the Board of Directors are also reimbursed all expenses incurred in the course of their duties, subject to supporting documentation being produced.</p> <p>As a Non-Executive Director, the Chairman of the Board of Directors is subject to the above rules regarding the allocation of directors' fees.</p>
Annual fixed compensation	<p>The fixed portion of compensation is determined according to the responsibilities of the Chairman of the Board of Directors, as a Non-Executive Director.</p> <p>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.</p> <p>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.</p>
Annual variable compensation (bonus)	<p>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.</p>
Multi-year variable compensation	<p>The Non-Executive Director does not receive multi-year variable compensation.</p>
Stock option grants	<p>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.</p>
Award of bonus shares	<p>The Non-Executive Director is not eligible for bonus share plans, in accordance with the recommendations of the AFEP-MEDEF Corporate Governance Code.</p>
Extraordinary compensation	<p>The Non-Executive Director does not receive any extraordinary compensation.</p>
Compensation, indemnities or benefits payable or that may become payable upon taking up office	<p>The Non-Executive Director does not receive any compensation of this type.</p>

Non-Executive Director	Ex-ante say on pay (compensation for 2026-27)
<p>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</p>	<p>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.</p> <p>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.</p>
<p>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</p>	<p>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.</p>
<p>Any other component of compensation that may be granted in view of the office held</p>	<p>The Non-Executive Director does not receive any components of compensation other than those mentioned above.</p>
<p>Other benefits of any kind</p>	<p>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.</p> <p>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.</p>

COMPENSATION AND BENEFITS

Executive Director - fifteenth resolution

Executive Director	Ex-ante say on pay (compensation for 2026-27)
Annual fixed compensation	<p>The fixed portion of compensation is determined according to the Executive Director's experience and responsibilities.</p> <p>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.</p> <p>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.</p> <p>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.</p>
Annual variable compensation (bonus)	<p>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.</p> <p>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.</p> <p>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.</p> <p>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 Chief Executive Officer.</p>

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	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
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.

COMPENSATION AND BENEFITS

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	<p><u>Severance pay</u></p> <p>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.</p> <p>Actual payment of this benefit is subject to the performance criteria set out below:</p> <p><u>Performance criterion relating to the business situation</u></p> <p>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.</p> <p><u>Quantitative performance criteria</u></p> <p>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.</p> <p>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.</p> <p>The percentage used to calculate the compensation is the average percentage of the previous two financial years.</p> <p><u>Qualitative performance criteria</u></p> <p>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.</p> <p><u>Non-compete compensation</u></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>In the event of a breach of this non-compete clause, the Company will be entitled to claim damages.</p> <p>Non-compete compensation is not payable if the Executive Director retires or is over the age of 65.</p> <p><u>Supplementary pension scheme</u></p> <p>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.</p>

Executive Director	Ex-ante say on pay (compensation for 2026-27)
<p>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.</p>	<p>The Company's Chief Executive Officer does not benefit from any such agreements.</p>
<p>Any other component of compensation that may be granted in view of the office held</p>	<p>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.</p>
<p>Other benefits of any kind</p>	<p>The Chief Executive Officer is eligible for the use of a company car. The maintenance, insurance and running costs are covered by the Company.</p> <p>He also benefits from the Company's payments of contributions to a benefits scheme for managers and senior executives.</p> <p>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.</p> <p>These schemes include an insurance plan covering death, disability and incapacity for work and a healthcare plan, as described in this document.</p>

7

EXPLANATORY STATEMENT AND DRAFT RESOLUTIONS

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.

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

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.

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 21 to 33 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: ▪ by way of a public offering; ▪ through private placements.	No. 19 No. 20	€15,000,000 capital increase €500,000,000 in debt securities	26 months
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:

- ordinary Company shares,
- 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
- 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:
 - ordinary Company shares, or
 - 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



RÉMY COINTREAU

REQUEST FORM FOR ADDITIONAL DOCUMENTS

COMBINED SHAREHOLDERS' MEETING

2026

Tuesday, 21 July 2026, 9:30 AM

Hôtel Shangri-La Paris
10 avenue d'Iéna
75116 Paris

PLEASE RETURN TO:

Société Générale
Service des assemblées générales
CS 30812
44308 Nantes Cedex 3

I, the undersigned:

Mrs Mr Company

Name _____

N° _____ Street _____

Postal code _____ City _____ Country _____

E-mail address _____ @ _____

- Acknowledge receipt of or that I was able to consult the documents relating to the Combined Shareholders' Meeting of 21 July 2026 and referred to in Article R. 225-73 of the French Commercial Code.
- Request Rémy Cointreau to send me, prior to the Combined Shareholders' Meeting, the documents and information referred to in Article R. 225-83 of the French Commercial Code, compiled in the 2025-26 Universal Registration Document.

Send the documents in print format

Send the documents electronically

Signed at _____ on the _____ 2026

Signature

The documents and information referred to in Article R. 225-83 of the French Commercial Code, included in the 2025-26 Universal Registration Document, may be consulted and/or ordered on <https://www.remy-cointreau.com>



Important : Avant d'exercer votre choix, veuillez prendre connaissance des instructions situées au verso - Important : Before selecting please refer to instructions on reverse side
 Quelle que soit l'option choisie, noircir comme ceci ■ la ou les cases correspondantes, dater et signer au bas du formulaire - Whichever option is used, shade box(es) like this ■, date and sign at the bottom of the form

JE DÉSIRE ASSISTER À CETTE ASSEMBLÉE et demande une carte d'admission : dater et signer au bas du formulaire / I WISH TO ATTEND THE SHAREHOLDER'S MEETING and request an admission card: date and sign at the bottom of the form



RÉMY COINTREAU

RUE JOSEPH PATAA
 ANCIENNE RUE DE LA CHAMPAGNE
 16100 COGNAC
 au capital de € 84 143 806,40
 302 178 892 R.C.S. ANGOULEME

Décret n°2026-94 du 13 février 2026 : retrouvez la documentation sur le site <https://www.remy-cointreau.com/fr/finance/actionnaires/>

ASSEMBLÉE GÉNÉRALE MIXTE

Du mardi 21 juillet 2026 à 9h30
 A l'Hôtel Shangri-La
 10 avenue d'Iéna
 75116 Paris

COMBINED SHAREHOLDERS' MEETING

Of Tuesday, July 21, 2026 at 9:30 am
 At Hôtel Shangri-La
 10 avenue d'Iéna
 75116 Paris

CADRE RÉSERVÉ À LA SOCIÉTÉ - FOR COMPANY'S USE ONLY

Identifiant - Account

Nominatif Registered

Porteur Bearer

Vote simple Single vote

Vote double Double vote

Nombre d'actions Number of shares

Nombre de voix - Number of voting rights

JE VOTE PAR CORRESPONDANCE / I VOTE BY POST
 Cf. au verso (2) - See reverse (2)

Je vote **OUI** à tous les projets de résolutions présentés ou agréés par le Conseil d'Administration ou le Directeur ou la Gérance, à l'EXCEPTION de ceux que je signale en noircissant comme ceci ■ l'une des cases "Non" ou "Abstention". / I vote **YES** all the draft resolutions approved by the Board of Directors, EXCEPT those indicated by a shaded box, like this ■, for which I vote "No" or "I abstain".

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50										
Non / No										Non / No										Non / No										Non / No										Non / No										Non / No									
Abs.										Abs.									Abs.									Abs.										Abs.										Abs.											

Sur les projets de résolutions non agréés, je vote en noircissant la case correspondant à mon choix / On the draft resolutions not approved, I cast my vote by shading the box of my choice.

A Oui / Yes Non / No Abs.

B Oui / Yes Non / No Abs.

C Oui / Yes Non / No Abs.

D Oui / Yes Non / No Abs.

E Oui / Yes Non / No Abs.

F Oui / Yes Non / No Abs.

G Oui / Yes Non / No Abs.

H Oui / Yes Non / No Abs.

I Oui / Yes Non / No Abs.

J Oui / Yes Non / No Abs.

K Oui / Yes Non / No Abs.

L Oui / Yes Non / No Abs.

Si des amendements ou des résolutions nouvelles étaient présentés en assemblée, je vote **NON** sauf si je signale un autre choix en noircissant la case correspondante :
 In case amendments or new resolutions are proposed during the meeting, I vote **NO** unless I indicate another choice by shading the corresponding box.

-Je donne pouvoir au Président de l'assemblée générale / I appoint the Chairman of the general meeting.

-Je m'abstiens / I abstain from voting.

-Je donne procuration (cf. au verso envoi (4)) à M. ou Mme, Raison Sociale pour voter en mon nom / I appoint (see reverse (4)) Mr or Mrs, Corporate Name to vote on my behalf.

Pour être pris en considération, tout formulaire doit parvenir au plus tard :
 To be considered, this completed form must be returned no later than:
 sur 1^{ère} convocation / on 1st notification sur 2^{ème} convocation / on 2nd notification
 17 juillet 2026

JE DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE
 Cf. au verso (3)

I HEREBY GIVE PROXY TO THE CHAIRMAN OF THE GENERAL MEETING
 See reverse (3)

JE DONNE POUVOIR À : Cf. au verso (4)
I HEREBY APPOINT: See reverse (4)
 M. ou Mme, Raison Sociale / Mr or Mrs, Corporate Name

Adresse / Address

ATTENTION : Pour les titres au porteur, les présentes instructions doivent être transmises à votre banque.
CAUTION: As for bearer shares, the present instructions must be valid only if they are directly returned to your bank.

Nom, prénom, adresse de l'actionnaire (les modifications de ces informations doivent être adressées à l'établissement concerné et ne peuvent être effectuées à l'aide de ce formulaire). Cf au verso (1)
 Surname, first name, address of the shareholder (changes regarding this information have to be notified to relevant institution, no changes can be made using this proxy form). See reverse (1)

Date & Signature

« Si le formulaire est renvoyé daté et signé mais qu'aucun choix n'est coché (carte d'admission / vote par correspondance / pouvoir au président / pouvoir à mandataire), cela vaut automatiquement pouvoir au Président de l'assemblée générale »
 If the form is returned dated and signed but no choice is checked (admission card / postal vote / power of attorney to a representative), this automatically applies as a proxy to the Chairman of the General Meeting

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Graphic Design and Production

Contact: fr-design_KPMGAdv@kpmg.fr

WWW.REMY-COINTREAU.COM



RÉMY COINTREAU

Head Office: rue Joseph Pataa – Ancienne rue de la Champagne – 16 100 Cognac
Limited company with a capital of €84,143,806.40
302 178 892 R.C.S Angoulême