

Strategic Roadmap

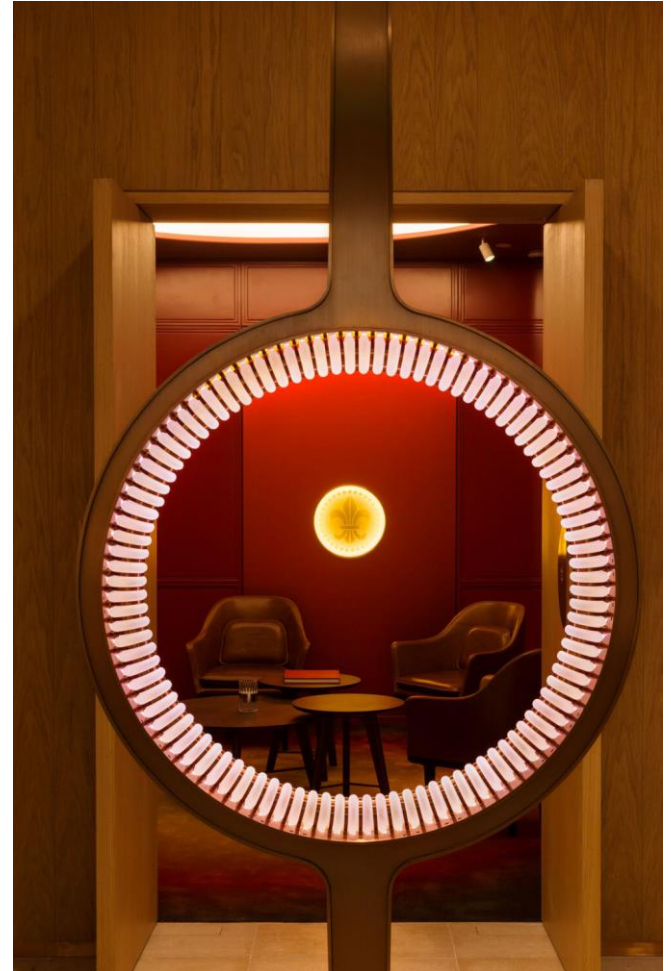
ERIC VALLAT, CHIEF EXECUTIF OFFICER



RÉMY COINTREAU

Our long-term vision remains **unchanged**

**BECOME THE
WORLD LEADER OF
EXCEPTIONAL
SPIRITS**

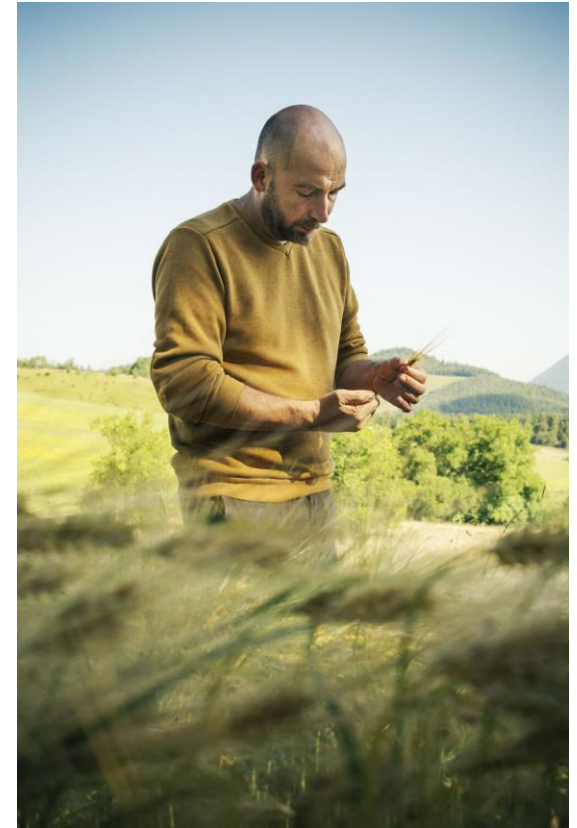




Our long-term vision remains unchanged...
because it fits our purpose!

"Rémy Cointreau cares for the terroirs that are essential to its Maisons and cultivates the savoir-faire of its people, in order to share with its clients exceptional spirits and sensory experiences.

Upholding this heritage enables the family company to write its own destiny and to proudly pass on its centuries-old legacy to future generations."



Our long-term vision remains unchanged...
because it fits our brands and spirits!

COGNAC



Louis XIII Rémy Martin

Unique relationship to time and terroir

Fine Champagne

SINGLE MALT WHISKY



PHD Malts Westland Domaines des Hautes Glaces

Authentic sense of provenance and genuine savoir-faire

LIQUEUR



Cointreau

Organoleptic properties that exhaust cocktails taste

HIGH-END BROWN RUM



Mount Gay

The rum that created the rum category

HIGH-END CRAFT GIN



The Botanist

A true sense of place: made with 22 herbs native from the Islay island

HIGH-END BRANDIES



St-Rémy Metaxa

St-Rémy is the only 100% French brandy

Metaxa is a one of a kind brown spirit



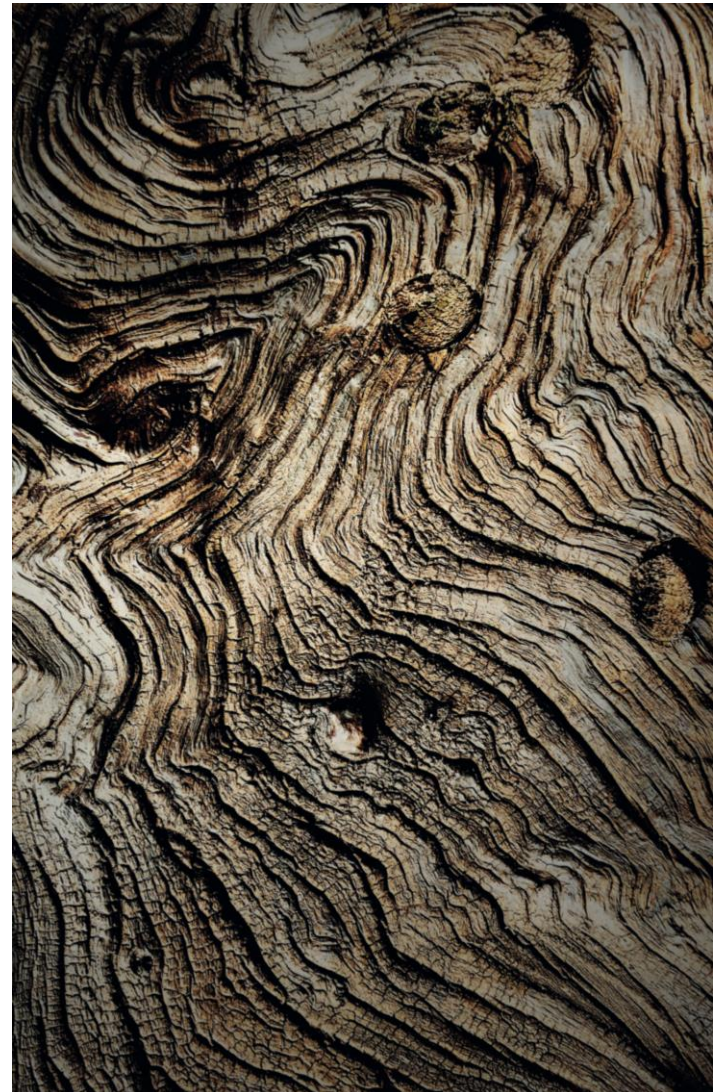
Our long-term vision remains unchanged...
because it makes sense!

**We have a core family
shareholder :**
enables to think long term

We value terroirs and time:
gives pricing power

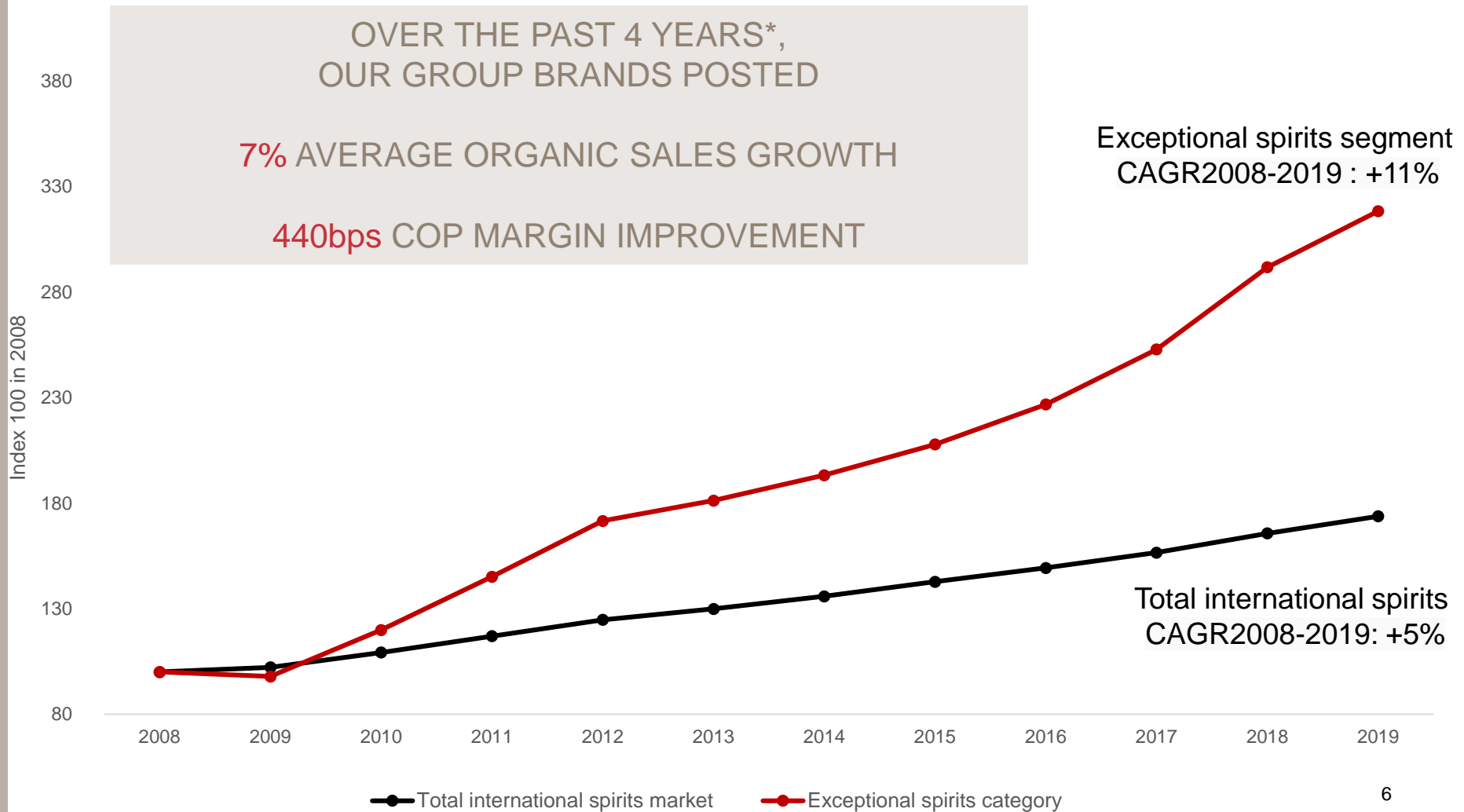
**We craft increasingly
sustainable spirits:**
deserves superior pricing

**We benefit from global
consumption trends:**
drinking less but better





Our long-term vision remains unchanged... because **it works!**



Source: IWSR; * Calendar year (not audited)

Time to move to the **mature phase** : improve **portfolio management**

Assign clear roles to each brand
within the portfolio to **clarify**
missions



Invest more smartly

Customize priorities by brand
between volumes, prices and mix to
maximize Group's overall Gross Margin



Increase investment capacity



Time to move to the **mature phase** : improve **portfolio management**

EVERY BRAND HAS A ROLE TO PLAY BUT ONE SIZE DOES NOT FIT ALL
FROM PRODUCTION TO COMMERCIAL, A GAME CHANGER

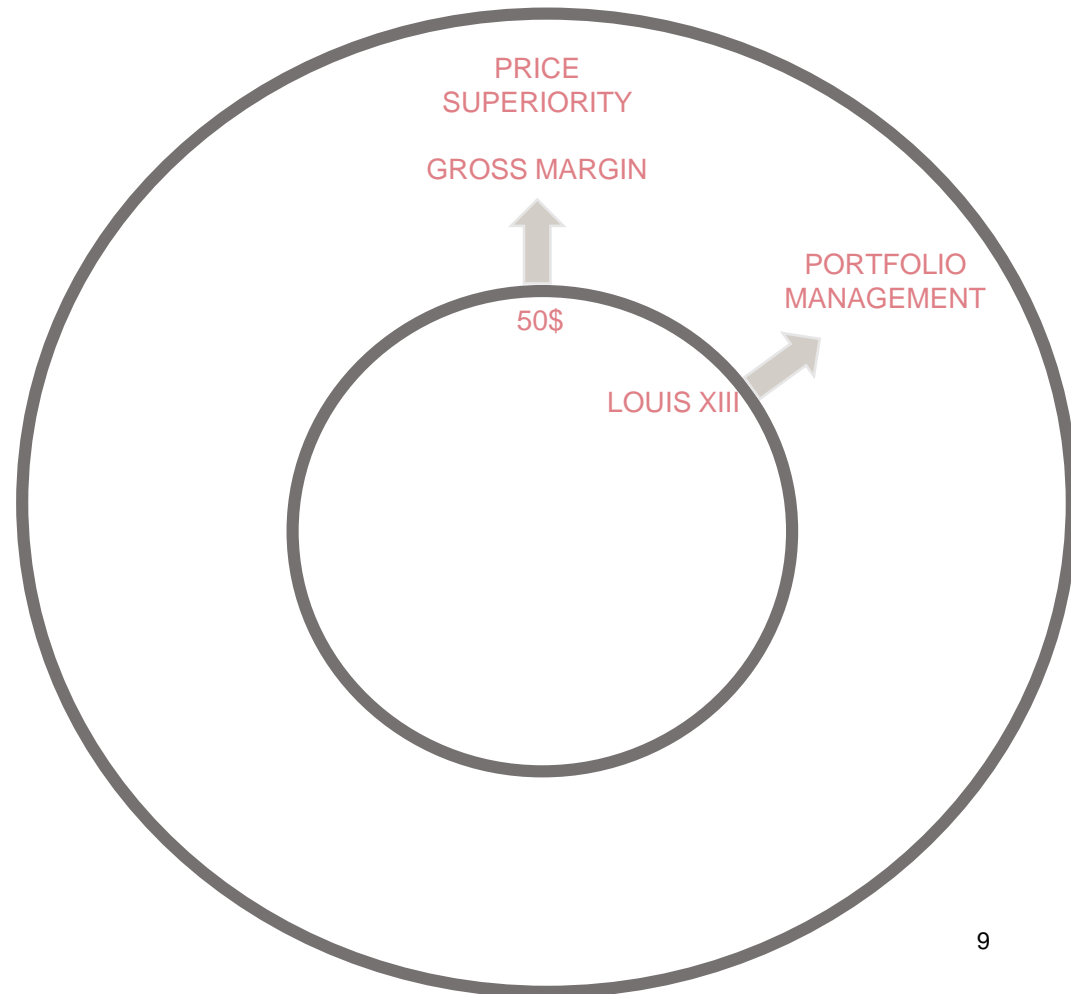


® Time to move to the **mature phase** :
refine our value strategy

FROM PUSH TO PULL



FROM 2020 ONWARDS

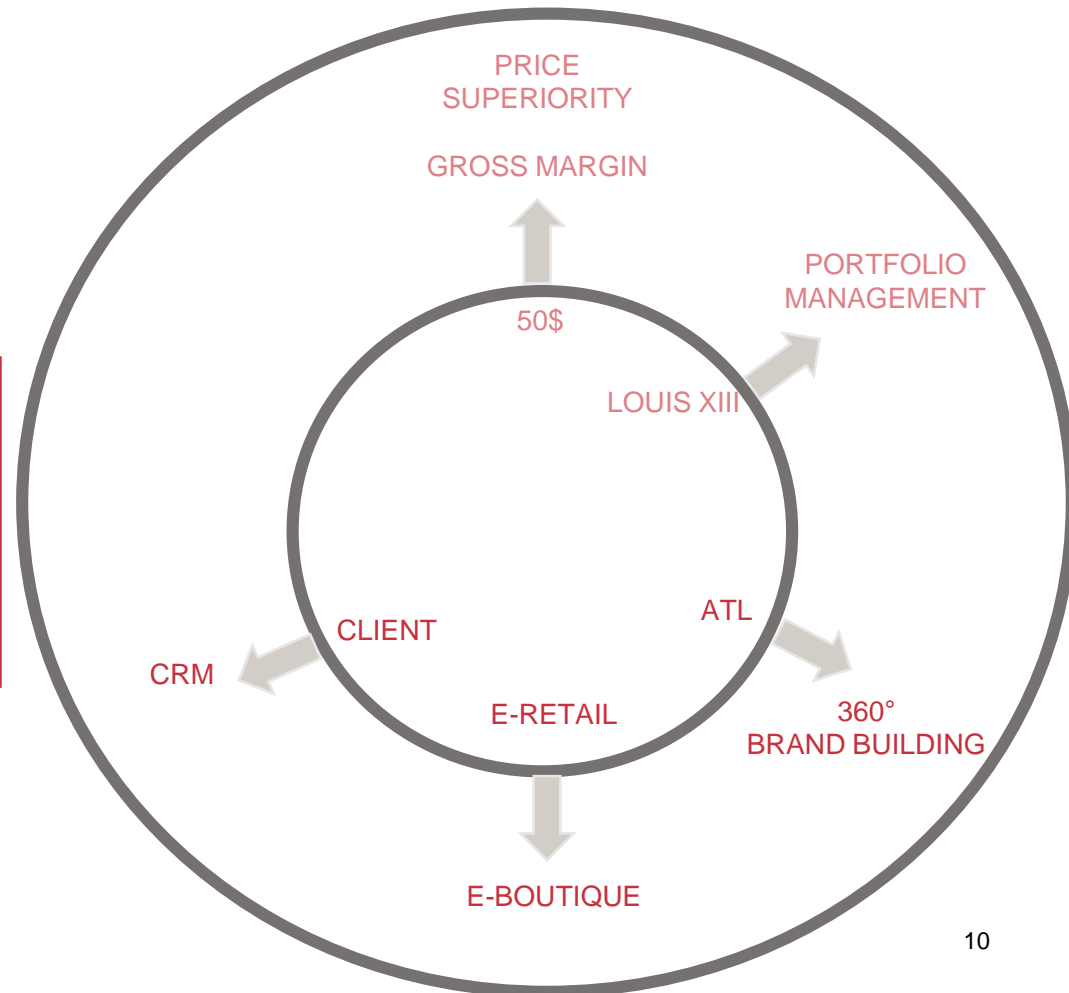


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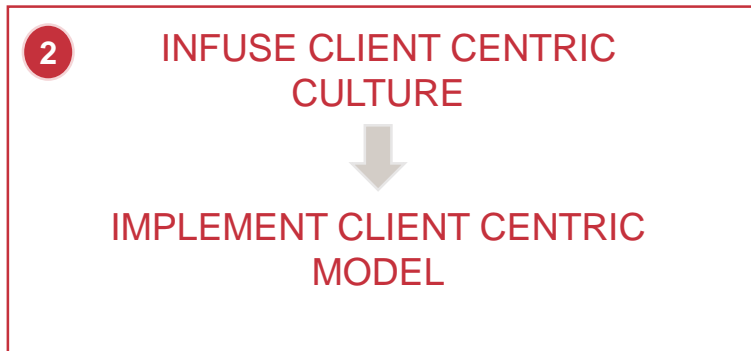


FROM 2020 ONWARDS

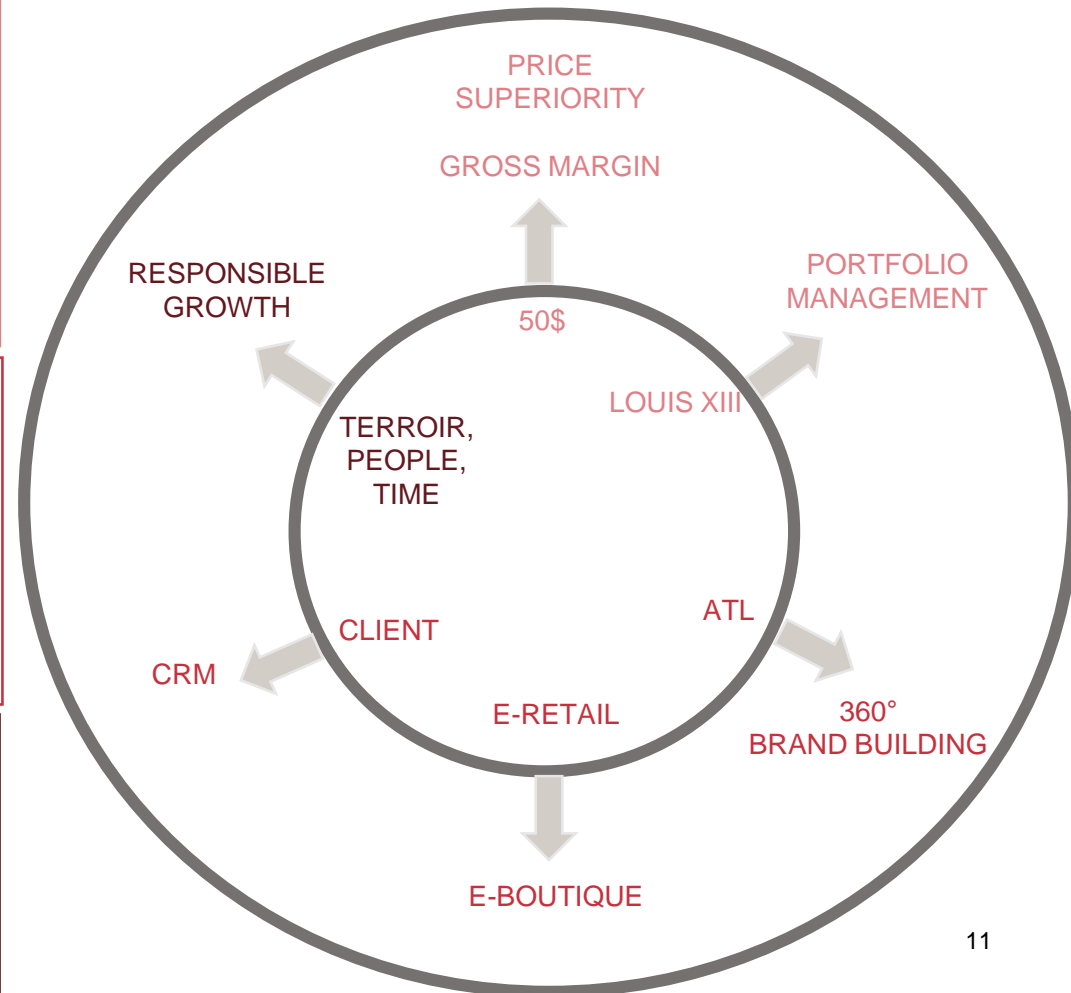


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refine our value strategy

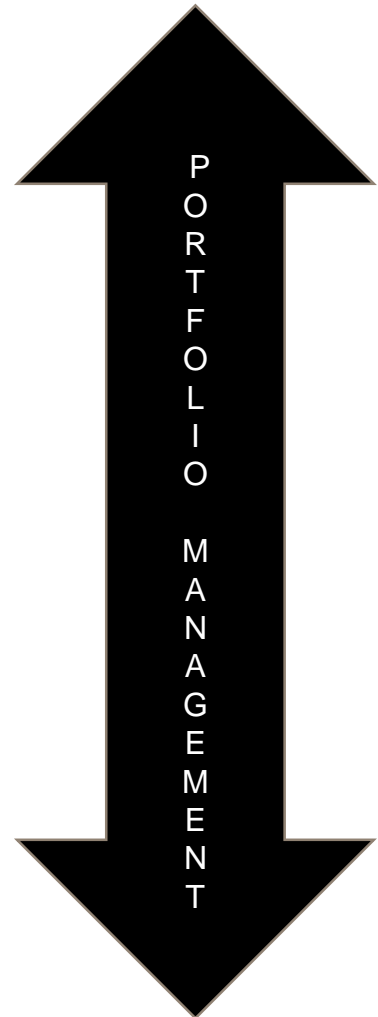
FROM PUSH TO PULL



FROM 2020 ONWARDS



Focus on 4 high-level priorities



1- INCREASE VALUE PER CASE

2- IMPLEMENT A REAL CLIENT CENTRIC MODEL

3- INCREASE VALUE OF KEY LIQUEURS & SPIRITS BRANDS

4- ACHIEVE RESPONSIBLE GROWTH



#Sustainable Exception in 2025 : from principles and achievements to **Responsible Growth**

PRESERVING OUR **TERROIRS**, COMMITTING TO OUR **PEOPLE**, AND RESPECTING THE VALUE OF **TIME**

100% Sustainable Agriculture:

100% sustainable agriculture & responsible farming practices worldwide **by 2025**

NET ZERO Carbon Emissions:

25% absolute reduction in carbon emissions (Scope 1 & 2) and
30% value per case reduction (Scope 3) **by 2025**

Net Zero carbon emissions (in-line with COP25) **by 2050**

100% renewable electricity for the Group **by 2025**

Eco-Design Packagings

100% of eco-designed packages **by 2025**

Our growth engines



The **Direct Selling** opportunity



The **Off-Trade** opportunity



The high-end **Penetration Rate** opportunity



The **Overseas** market opportunity



The **Margarita** opportunity

A clear ambition over the next 10 years

BUILD A SUSTAINABLE, PROFITABLE & RESPONSIBLE
GROWTH BUSINESS MODEL:

1. **NEW BUSINESS MODEL FOR LOUIS XIII** FOCUSED ON DIRECT SALES AND BREAKING THE RULES OF THE INDUSTRY
2. **INCREASED SHARE OF THE INTERMEDIATES AND XO** AT REMY MARTIN
3. **LIQUEURS & SPIRITS BRANDS** PROVING SIZEABLE AND PROFITABLE
4. **BRANDS COMMANDING PRICE SUPERIORITY** IN EACH OF THEIR CATEGORIES
5. **20% DIGITAL SELLING** AS A PERCENT OF TOTAL SALES

Ambitious Financial and Non-Financial Targets

GROUP TO ACHIEVE :

**72% GROSS MARGIN AND
33% CURRENT OPERATING MARGIN BY 2030***

AND

**100% SUSTAINABLE AGRICULTURE BY 2025
25% REDUCTION IN CARBON EMISSIONS (scope 1 & 2) &
30% VALUE PER CASE REDUCTION (scope 3) BY 2025
NET ZERO CARBON EMISSIONS BY 2050**