



RÉMY COINTREAU

2024-25

HALF-YEAR RESULTS

November 28, 2024

Marie-Amélie de Leusse, Chairwoman

Eric Vallat, CEO

Luca Marotta, CFO



Introduction
Marie-Amélie de Leusse,
Chairwoman

Staying the course – maintaining our long-term vision

In a tough context...

- Protect our DNA and values
- Keep a firm and consistent pricing strategy
- Grasp all growth opportunities, exploring new areas
- Focus on innovative and high-quality products
- Manage costs and cash with rigor and agility

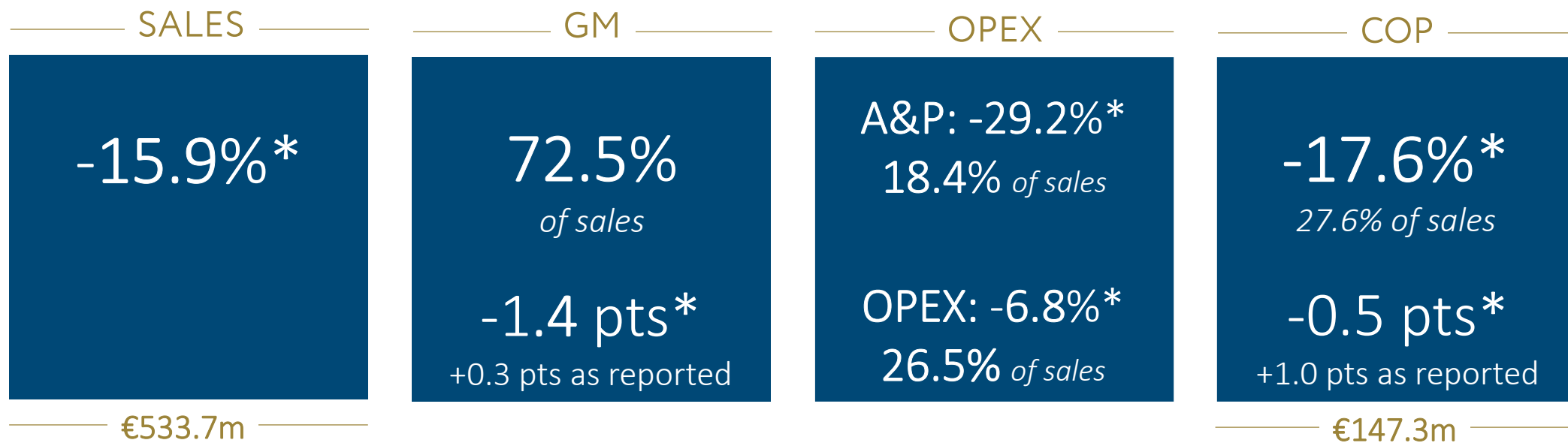




Business Review

Eric Vallat, CEO

H1 2024-25 – Key highlights



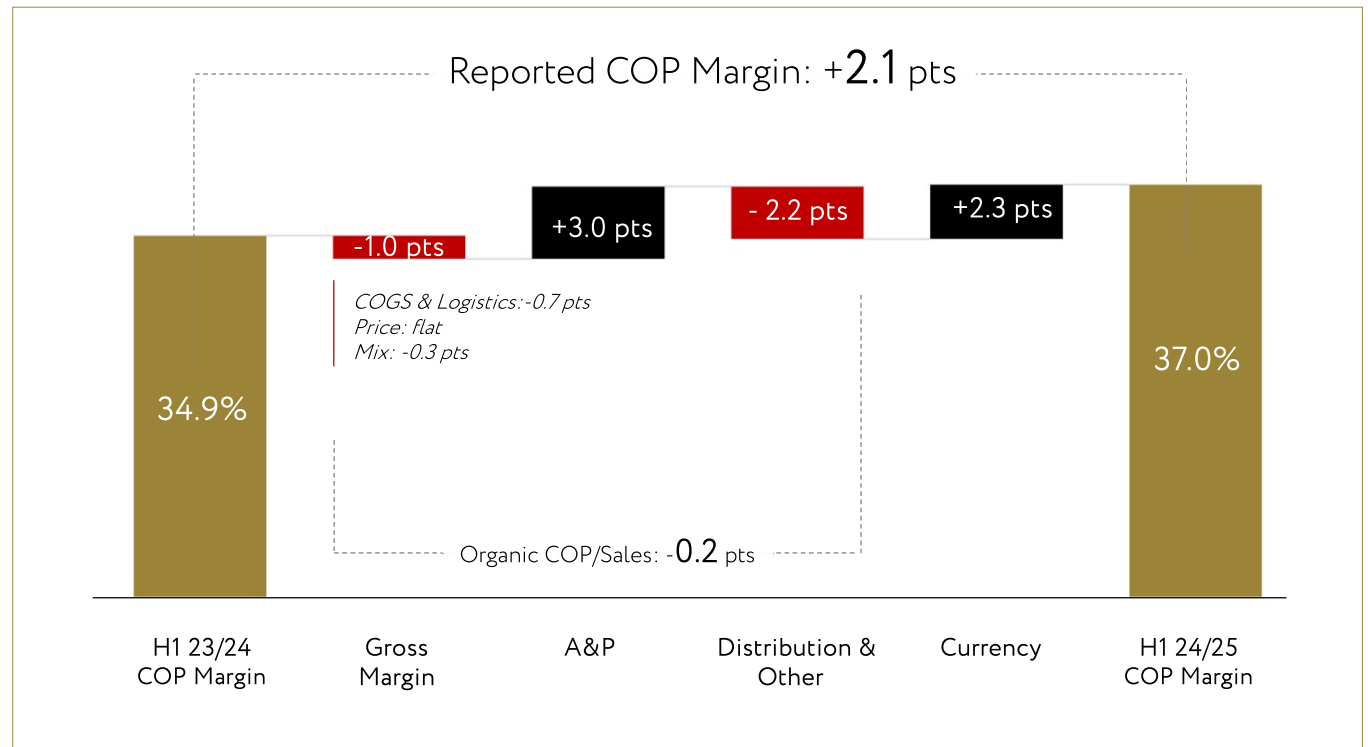
Due to rounding, the sum of values presented in this presentation may differ from totals as reported. Such differences are not material.

(*) On an organic basis

H1 2024-25 Current Operating Margin by division

Cognac: -17.9% organic decrease in COP

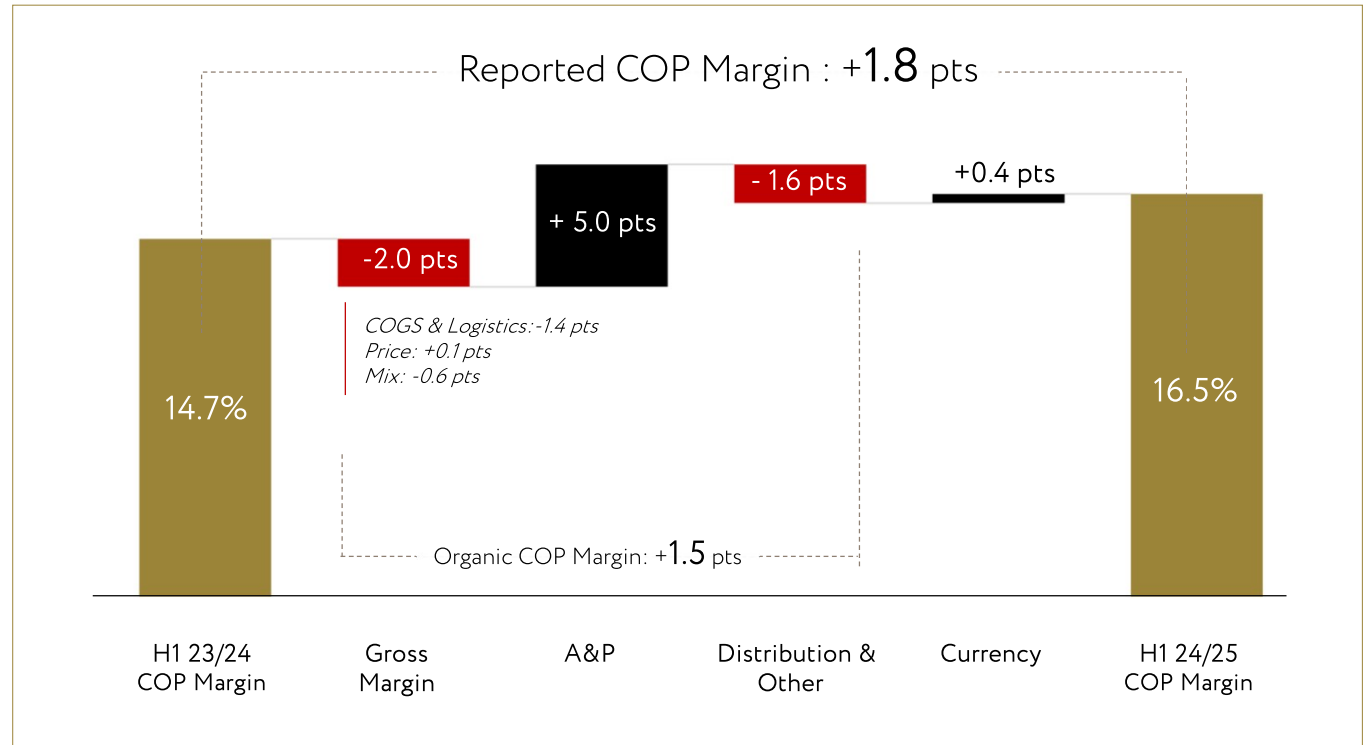
Sales	€341.5m
Organic change (%)	-17.5%
Volume / Price-Mix	-14.2% / -3.3%
Current Operating Profit	€126.5m



H1 2024-25 Current Operating Margin by division

Liqueurs & Spirits: -3.3% organic decrease in COP

Sales	€181.7m
Organic change (%)	-12.0%
Volume / Price-Mix	-12.6% / +0.6%
Current Operating Profit	€30.0m





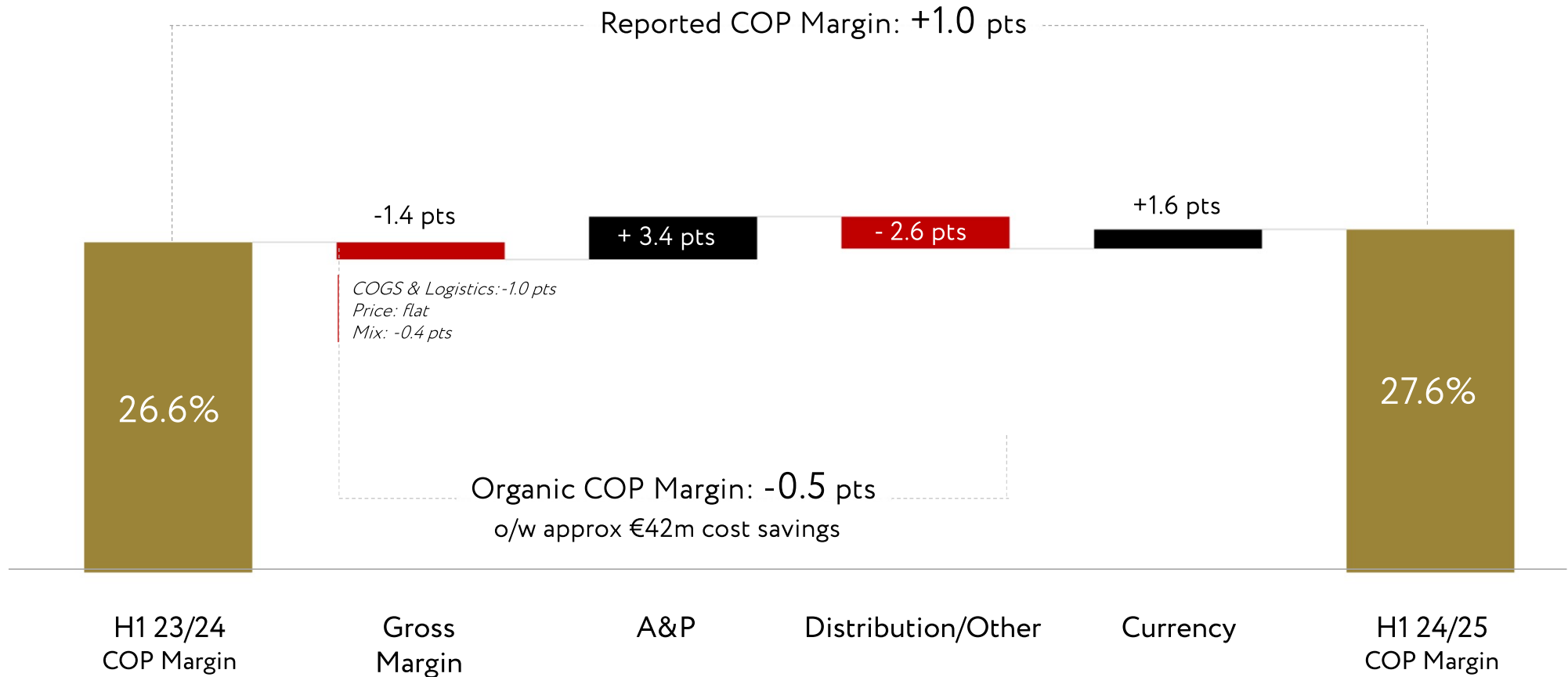
Financial Results

Luca Marotta, CFO

H1 2024-25 Current Operating Profit

<i>End September (in €m)</i>	H1 2024-25	H1 2023-24	<i>Reported %</i>	<i>Organic % vs. H1 23-24</i>	<i>Organic % vs. H1 19-20</i>
Net Sales	533.7	636.7	-16.2%	-15.9%	+1.5%
Gross Profit	386.9	459.9	-15.9%	-17.5%	+6.1%
<i>% of sales</i>	72.5%	72.2%	+0.3 pts	-1.4 pts	+3.0 pts
Sales and marketing expense	(180.3)	(231.3)	-22.0%	-21.8%	+13.2%
Administrative expense	(59.2)	(59.5)	-0.4%	-0.6%	+8.4%
Current Operating Profit	147.3	169.1	-12.9%	-17.6%	-2.8%
Current Operating Margin (%)	27.6%	26.6%	+1.0 pts	-0.5 pts	-1.2 pts

H1 2024-25 Group Current Operating Margin



H1 2024-25 Net profit

<i>End September (in €m)</i>	H1 2024-25	H1 2023-24	<i>Reported %</i>	<i>Organic % vs. H1 23-24</i>	<i>Organic % vs. H1 19-20</i>
Current Operating Profit	147.3	169.1	-12.9%	-17.6%	-2.8%
Other non-current income (expenses)	0.2	0.0	-	-	-
Operating profit	147.5	169.1	-12.8%	-17.5%	-2.3%
Net financial income (charge)	(21.1)	(15.7)	+34.4%	+39.8%	-
Pre-tax profit	126.4	153.4	-17.6%	-23.3%	-9.2%
Taxes	(34.8)	(40.8)	-14.7%	-20.6%	-
<i>Tax rate (%)</i>	<i>(27.5%)</i>	<i>(26.6%)</i>	<i>-1.0 pts</i>	<i>-1.0 pts</i>	-
Share of profit (loss) of associated companies	0.1	0.2	-	-	-
Minority Interest	0.2	0.2	-	-	-
Net profit Group share	92.0	113.0	-18.6%	-24.2%	-9.6%
<i>Net margin (%)</i>	<i>17.2%</i>	<i>17.7%</i>	<i>-0.5 pts</i>	<i>-1.8 pts</i>	<i>-2.0 pts</i>
Net profit excluding non-recurring items	91.6	113.0	-19.0%	-24.6%	-4.0%
<i>Net margin excluding non-recurring items (%)</i>	<i>17.2%</i>	<i>17.7%</i>	<i>-0.6 pts</i>	<i>-1.8 pts</i>	<i>-0.9 pts</i>
Earnings per share (€)	1.80	2.24	-19.4%	-24.9%	-11.7%
Earnings per share excluding non-recurring items (€)	1.80	2.24	-19.7%	-25.3%	-6.2%

H1 2024-25 Net debt/Cash flow

<i>End September (in €m)</i>	H1 2024-25	H1 2023-24	<i>Change</i>
Opening net financial debt (1 April)	(649.7)	(536.6)	-113.1
Gross operating profit (EBITDA)	174.3	195.4	-21.2
WCR for eaux-de-vie and spirits in ageing process	(3.4)	(0.8)	-2.6
Other working capital items	(115.3)	(172.1)	+56.8
Capital expenditure	(26.8)	(45.8)	+19.1
Financial expenses	(28.8)	(13.9)	-15.0
Tax payments	(1.4)	(61.8)	+60.4
Net flows in other non-current income and expenses	(6.2)	-	-6.2
Free Cash Flow	(7.6)	(99.0)	+91.4
Other proceeds/disposals	3.2	0.3	+3.0
OCEANE conversion impact on Financial debt	-	50.8	-50.8
Conversion differences and others	9.8	(5.9)	+15.7
Other Cash flow	13.0	45.2	-32.2
Total cash flow for the period	5.4	(53.8)	+59.2
Closing net Financial debt (30 September)	(644.3)	(590.5)	-53.8
A Ratio (Net debt/EBITDA)	1.90	1.57	0.33

H1 2024-25 Net financial expenses

<i>End September (in €m)</i>	H1 2024-25	H1 2023-24
Net debt servicing costs	(16.7)	(11.7)
Net currency gain/loss	(0.5)	(1.4)
Other financial expenses (net)	(3.9)	(2.6)
Net financial income (charges)	(21.1)	(15.7)

FY 2024-25E Foreign exchange – Hedging impact

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25E
Average EUR/USD conversion rate	1.11	1.17	1.16	1.04	1.08	1.09
Average EUR/USD hedged rate	1.16	1.17	1.17	1.11	1.10	1.08
Average EUR/CNY conversion rate	7.75	7.90	7.47	7.14	7.79	7.84
Average EUR/CNY hedged rate	7.84	7.99	7.20	7.38	7.59	7.76
Total Sales impact (in €m)	24.5	(36.3)	24.6	102.8	-€57.2m	-€4/-€8m
Total COP impact (in €m)	9.1	(4.8)	6.4	41.0	-€5.7m	+€5/+€10m

Notes:

- In 2024-25, we expect a negative impact of -€4m/-8m on Sales (essentially in H2) and a positive impact of +€5m/+10m on COP (H1 driven only)
- The sensitivity of Group sales and COP to foreign currencies is the following:
 - 1-cent variation in USD vs. EUR generates a €4-5 impact in sales and a €2-3m impact on COP, all things being equal (weight approx.: 60%)
 - 10-cent variation in CNY vs. EUR generates a €4-5 impact in sales and a €3-4m impact on COP, all things being equal (weight approx.: 30%)

Balance sheet as of September 30, 2024

(€m)	Sept. 2024	in %	Sept. 2023	in %		Sept. 2024	in %	Sept. 2023	in %
Non-current assets	1,029	31%	1,023	29%	Shareholders' equity	1,900	56%	1,778	50%
Current assets excl. cash	2,296	68%	2,243	63%	Current and Non-current liabilities	781	23%	898	25%
o/w inventories	1,973	58%	1,839	52%	Gross financial debt	693	21%	868	25%
Cash	49	1%	278	8%					
Total Assets	3,374	100%	3,544	100%	Total Liabilities	3,374	100%	3,544	100%
<i>Inventories/Assets</i>		<i>58%</i>		<i>52%</i>	<i>Net gearing</i>		<i>34%</i>		<i>33%</i>



Outlook
Eric Vallat, CEO



RÉMY COINTREAU

OUR KEY PRIORITIES

1. Return to growth in the US
2. Keep leveraging our strengths to tackle adverse market conditions in China
3. Set the stage for future growth:
 - Accelerate brand businesses beyond cognac
 - Explore growth opportunities beyond the US and China

OUR APPROACH

Foster innovations and protect A&P to prepare for the recovery to come...

... while generating efficiencies and optimizing costs to protect cash



Return to growth for Cognac in the US

Sequential improvement in value depletions from Q1 to Q2

FIX & REIGNITE
COGNAC BACKBONE

V.S.O.P



Cognac H1 value depletions vs 5Y: -20% vs 5Y and +30% excl. VSOP

SUSTAIN
MOMENTUM

1738
ACCORD ROYAL



RECRUIT AND LEVERAGE
NEW OCCASIONS

XO Rémy V



XO Night: velocity up 50% vs. XO classic
Rémy V: 275 on-trade placements in Oct.



Fuel momentum in L&S amidst tougher market conditions

LSD% growth in value depletions in Q2

COINTREAU

Pursue cocktail strategy



Q3



Q4



H1 value depletions: +LSD% vs LY and +80% vs 5Y

THE BOTANIST

Accelerate



H1 Value depletions: +HSD% vs LY and +95% vs 5Y

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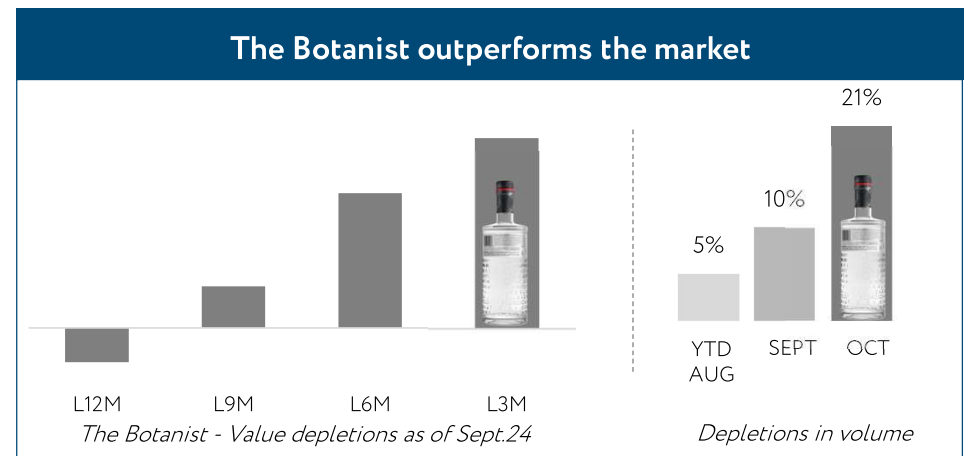
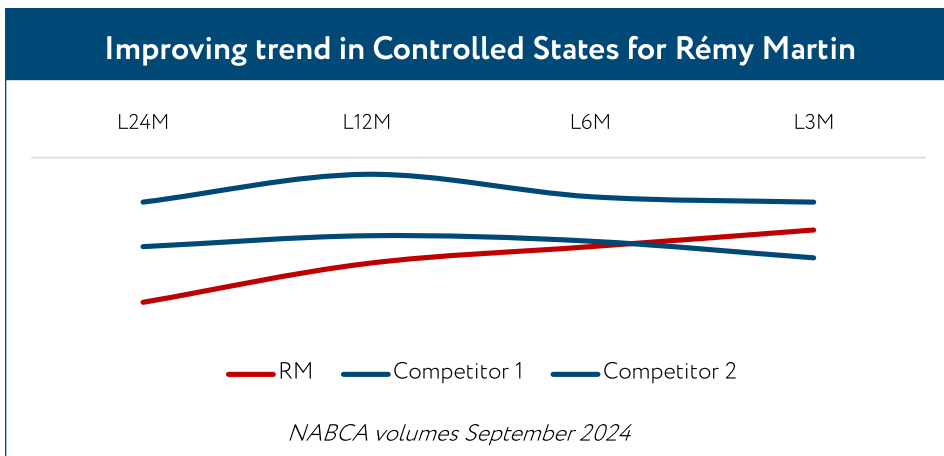
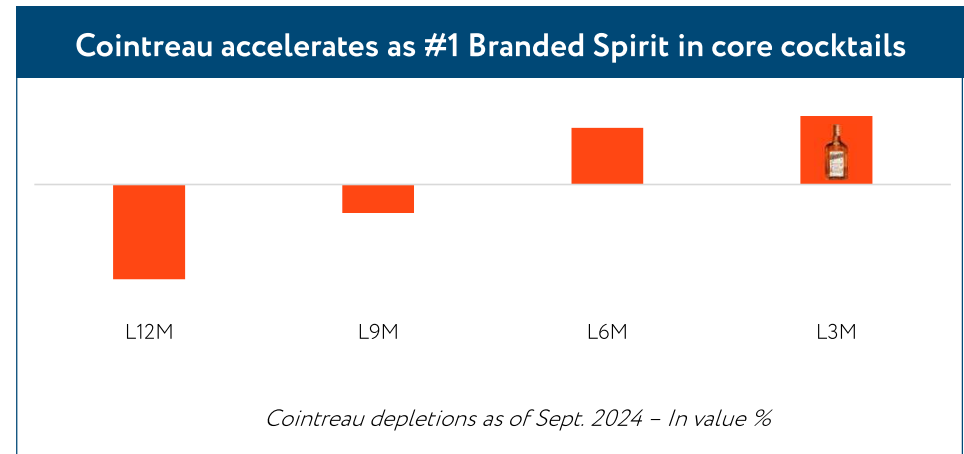
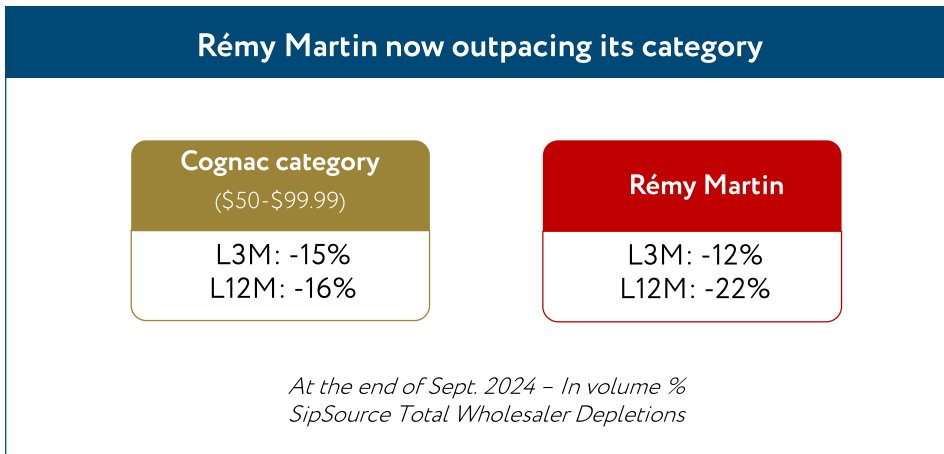
Recruit



H1 Value depletions: -20% vs LY and +75% vs 5Y



Recovery will take time, but we witness some promising signs
No smoke without fire...





Leverage our strengths to tackle adverse market conditions in China
 Depletions were up slightly in Q2, but lack of visibility will persist in H2

WIN ON E-COMMERCE



MAF & 11.11 +DD% growth, above target

RM No. 1 brand in all platforms

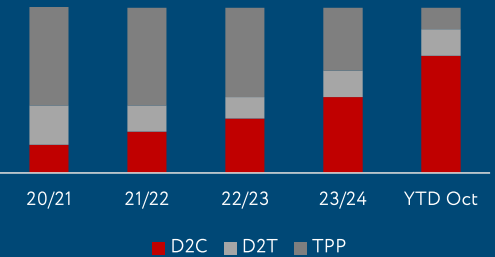
E-commerce: 25% of sales in H1

LEVERAGE CLUB CONTINUED MOMENTUM



+MID to HSD%
Value depletions in Q2

ACCELERATE LOUIS XIII TRANSITION



Set the stage for future growth

**EXPAND
BEYOND COGNAC**



**EXPLORE GROWTH OPPORTUNITIES
BEYOND THE US AND GUANGDONG**

Build new RTMs
to capture full potential

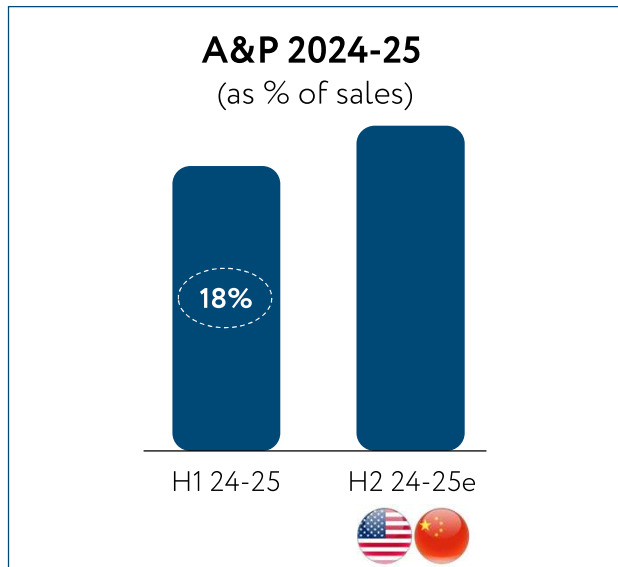


Extend
geographical footprint



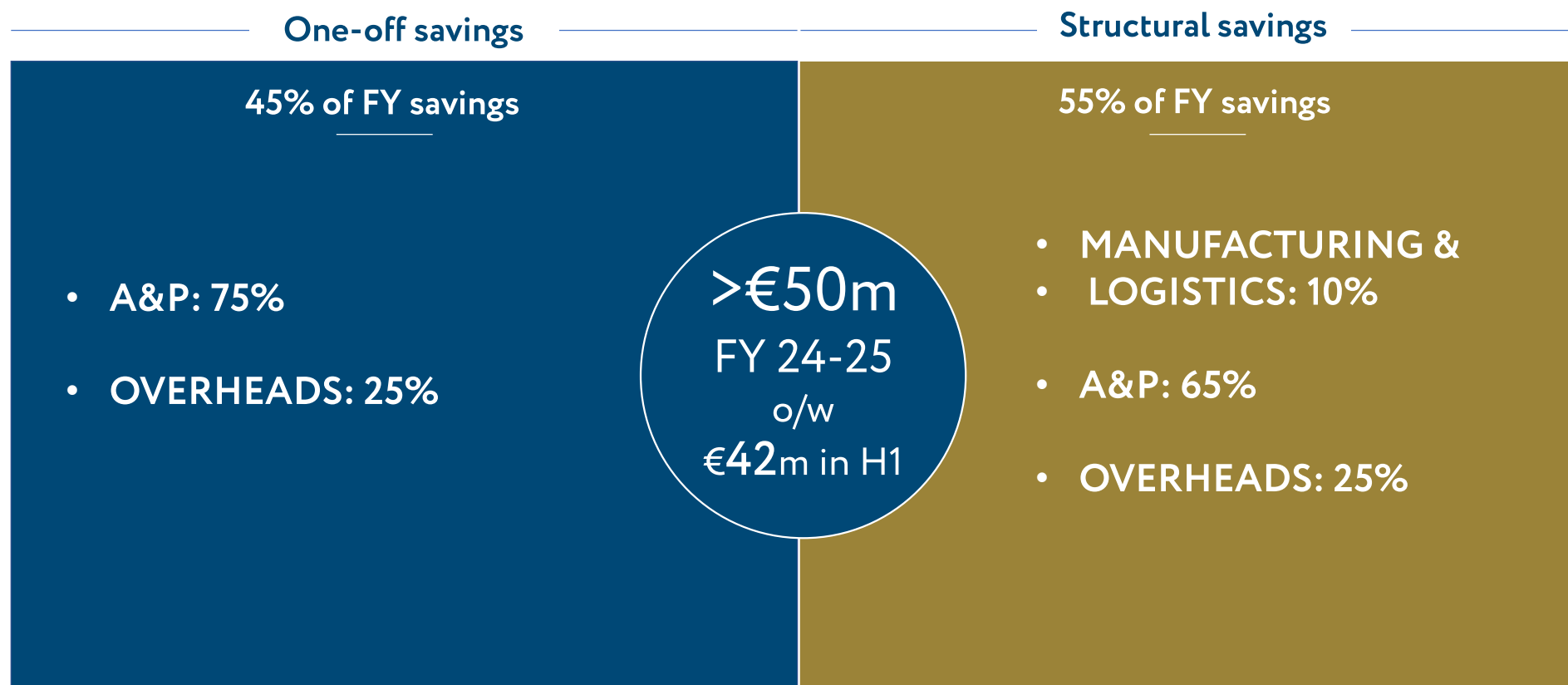
EMEA: Europe, Middle East and Africa
SNAP: South & North of Asia

Foster innovations and protect A&P to prepare for recovery to come...



RÉMY V, THE FRESH NEW SPIRIT
BY RÉMY MARTIN

... while generating efficiencies to protect cash
Cost savings plan of more than €50 million this year



2024-25 outlook confirmed & quantified

The Group expects:

**ORGANIC SALES TO DECLINE :
BETWEEN -15% and -18%**



- Americas: no recovery before Q4 24-25 at the earliest
- APAC: sequential sales deterioration in H2 vs. H1
- EMEA: continued sluggish consumer trends in H2

**COP MARGIN
OF BETWEEN 21% AND 22%, IN ORGANIC TERMS**



Partially offset by implementation of cost-cutting plan totalling more than €50m

Mixed FX effects for the year



- On Sales: between -€4M and -€8M
- On COP: between +€5M and +€10M

Rémy Cointreau confirms its 2029-30 objectives


BELLE
DE BRILLET



Appendices

Quarterly sales by division

<i>In €m</i>	Q1 24/25	Q1 23/24	Reported %	Organic %
Cognac	135.5	155.1	-12.6%	-12.2%
Liqueurs & Spirits	75.8	95.0	-20.1%	-20.4%
Subtotal: Group Brands	211.3	250.0	-15.5%	-15.3%
Partner Brands	5.7	7.5	-24.3%	-24.6%
Total	217.0	257.5	-15.7%	-15.6%

<i>In €m</i>	Q2 24/25	Q2 23/24	Reported %	Organic %
Cognac	206.0	261.0	-21.1%	-20.7%
Liqueurs & Spirits	105.9	111.7	-5.2%	-4.9%
Subtotal: Group Brands	311.9	372.7	-16.3%	-16.0%
Partner Brands	4.8	6.4	-25.2%	-25.4%
Total	316.7	379.2	-16.5%	-16.1%

<i>In €m</i>	H1 24/25	H1 23/24	Reported %	Organic %
Cognac	341.5	416.1	-17.9%	-17.5%
Liqueurs & Spirits	181.7	206.7	-12.1%	-12.0%
Subtotal: Group Brands	523.2	622.7	-16.0%	-15.7%
Partner Brands	10.5	14.0	-24.7%	-25.0%
Total	533.7	636.7	-16.2%	-15.9%

Organic sales growth: at constant exchange rates & scope

H1 2024-25 sales by division

Cognac



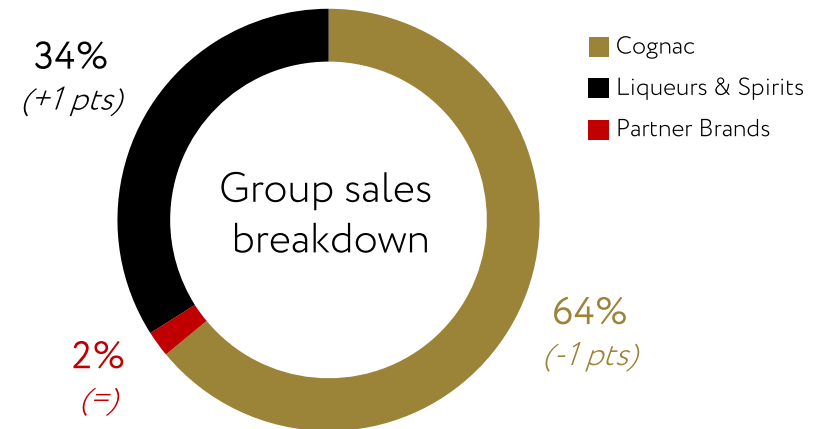
-17.5%

Liqueurs & Spirits



-12.0%

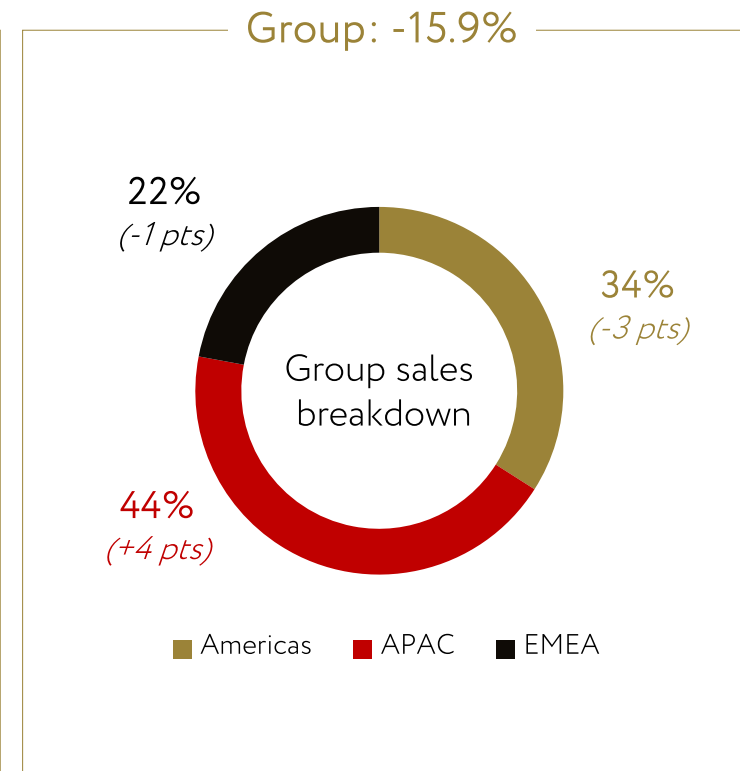
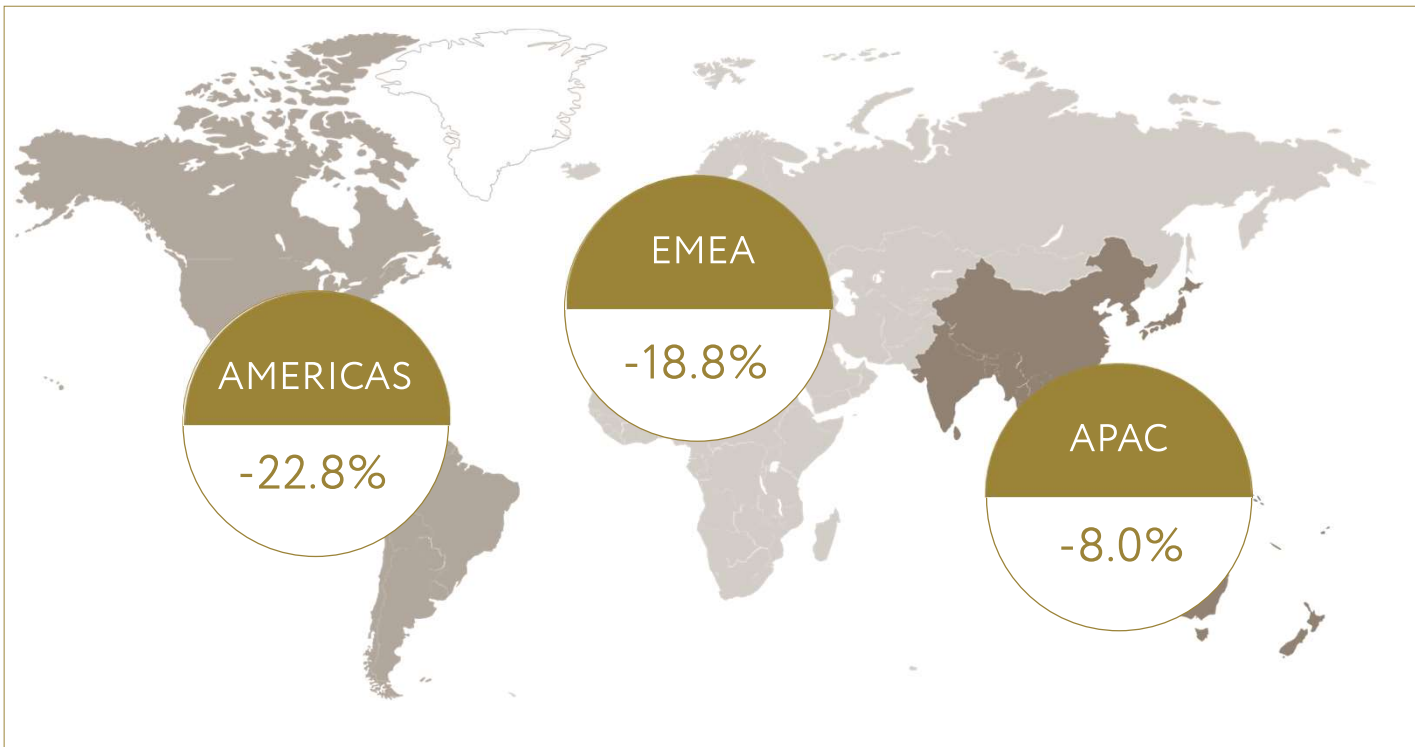
Group



Group Brands: -15.7%

Partner Brands: -25.0%

H1 2024-25 sales by region

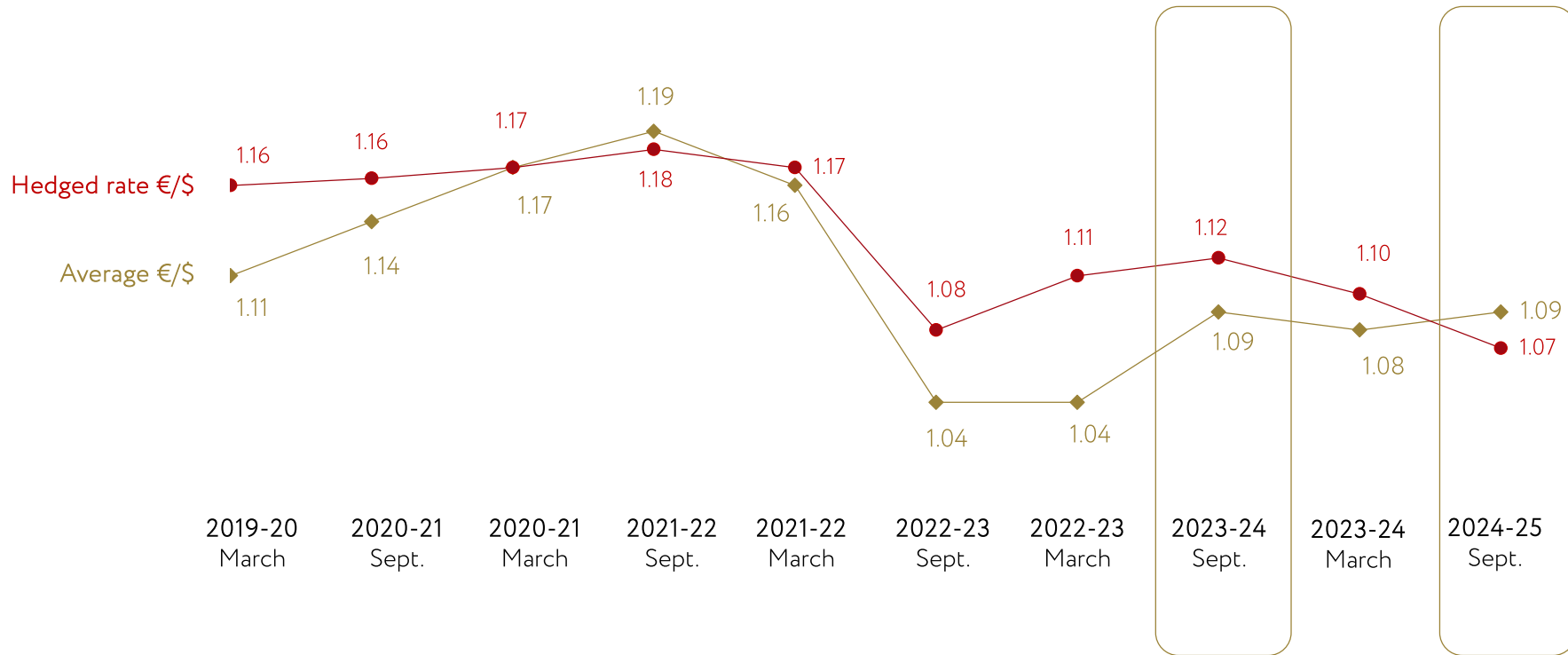


Current Operating Profit by division

COP by division (in €m)	H1 2024-25	H1 2023-24	Reported %	Organic %
Cognac	126.5	145.3	-13.0%	-17.9%
Liqueurs & Spirits	30.0	30.3	-1.1%	-3.3%
Subtotal: Group Brands	156.5	175.6	-10.9%	-15.4%
Partner Brands	-0.6	0.2	-	-
Holding Company costs	-8.6	-6.7	27.9%	27.8%
Total	147.3	169.1	-12.9%	-17.6%

COP Margin by division (in %)	H1 2024-25	H1 2023-24	Reported %	Organic %
Cognac	37.0%	34.9%	+2.1 pts	-0.2 pts
Liqueurs & Spirits	16.5%	14.7%	+1.8 pts	+1.5 pts
Subtotal: Group Brands	29.9%	28.2%	+1.7 pts	+0.1 pts
Partner Brands	-	-	-	-
Holding Company costs	-	-	-	-
Total	27.6%	26.6%	+1.0 pts	-0.5 pts

Foreign exchange - Hedging impact



Key events during the half-year

- **April 2, 2024**
Rémy Cointreau successfully renews and increases its syndicated credit line to €180 million
Rémy Cointreau announced the successful renewal of its Revolving Credit Facility for an amount increased to €180 million and a maturity of 5 years (March 2029), with two one-year extension options, subject to approval by the lenders.
- **August 28, 2024**
Clarification related to announcements by the Chinese Ministry of Commerce
Rémy Cointreau has taken note of the announcement by the MOFCOM which evaluates, on a preliminary basis and with no immediate effect, the dumping margin applied to imports into China by Rémy Cointreau's Cognac division at 38.1%. This could point to an additional tariff in the same proportion on future exports to China.
- **September 25, 2024**
Result of optional payment of the 2023-24 ordinary dividend in shares
At the end of the option period, 59.8% of rights were exercised in favor of receiving the dividend payment in shares. For the purposes of this dividend payment, 907,322 new shares will be issued. As a reminder, the issuance price of the new shares to be issued in payment of the dividend is set at €67.16. It represents 90% of the average of the Company's share prices on Euronext Paris in the 20 trading days preceding the date of the Shareholders' Meeting, less the amount of the dividend, rounded up to the nearest euro cent.
- **October 1, 2024**
OCEANE – Change in conversion ratio
Pursuant to the conditions, notice is hereby given to bondholders that, as result of the dividend of €2.0 per share, payable from October 1, 2024, to holders of record on July 25, 2024, in accordance with conditions 15.7.2, the calculation agent has determined the new conversion/exchange ratio shall be adjusted from 1.030 (one and 30 thousandths) to 1.036 (one and thirty-six thousandths), effective October 1, 2024.

Post-closing events

- **October 8, 2024**
Anti-dumping investigation into imports of European brandy entering China
On 8 October 2024, MOFCOM announced that a deposit would be required, based on provisional anti-dumping duties, for all products entering China after 11 October 2024. For Rémy Martin cognacs, it set this provisional additional duty at 38.1%.
On 11 November 2024, MOFCOM announced that a bank guarantee would be an acceptable means of meeting the deposit requirement.
Based on the schedule for anti-dumping proceedings, the final amount due will be confirmed by 5 January 2025, with a possible 6-month extension (anti-dumping proceedings cannot exceed 18 months).
- **November 28, 2024**
Rémy Cointreau acquires stake in ecoSPIRITS, first investment for RC Ventures funds
RC Ventures, Rémy Cointreau's new corporate venture capital fund, has made its first investment by taking a minority stake in ecoSPIRITS. The start-up has just closed a strategic financing round, with RC Ventures joining other key investors.
EcoSPIRITS is a circular economy start-up which specializes in low carbon distribution technology for premium spirits and wines. Its closed loop packaging system fully replaces the single use glass bottle, eliminating virtually all packaging waste in the supply chain and significantly reducing carbon emissions.
Becoming a shareholder cements the existing operational relationship between ecoSPIRITS and Rémy Cointreau, which began in 2022.

Upcoming financial publications

Jan. 29, 2025

2024-25 Q3 Sales

April 30, 2025

2024-25 Q4 Sales

June 4, 2025

2024-25 FY Results





RÉMY COINTREAU

Q&A