



First-Half Results 2015-2016

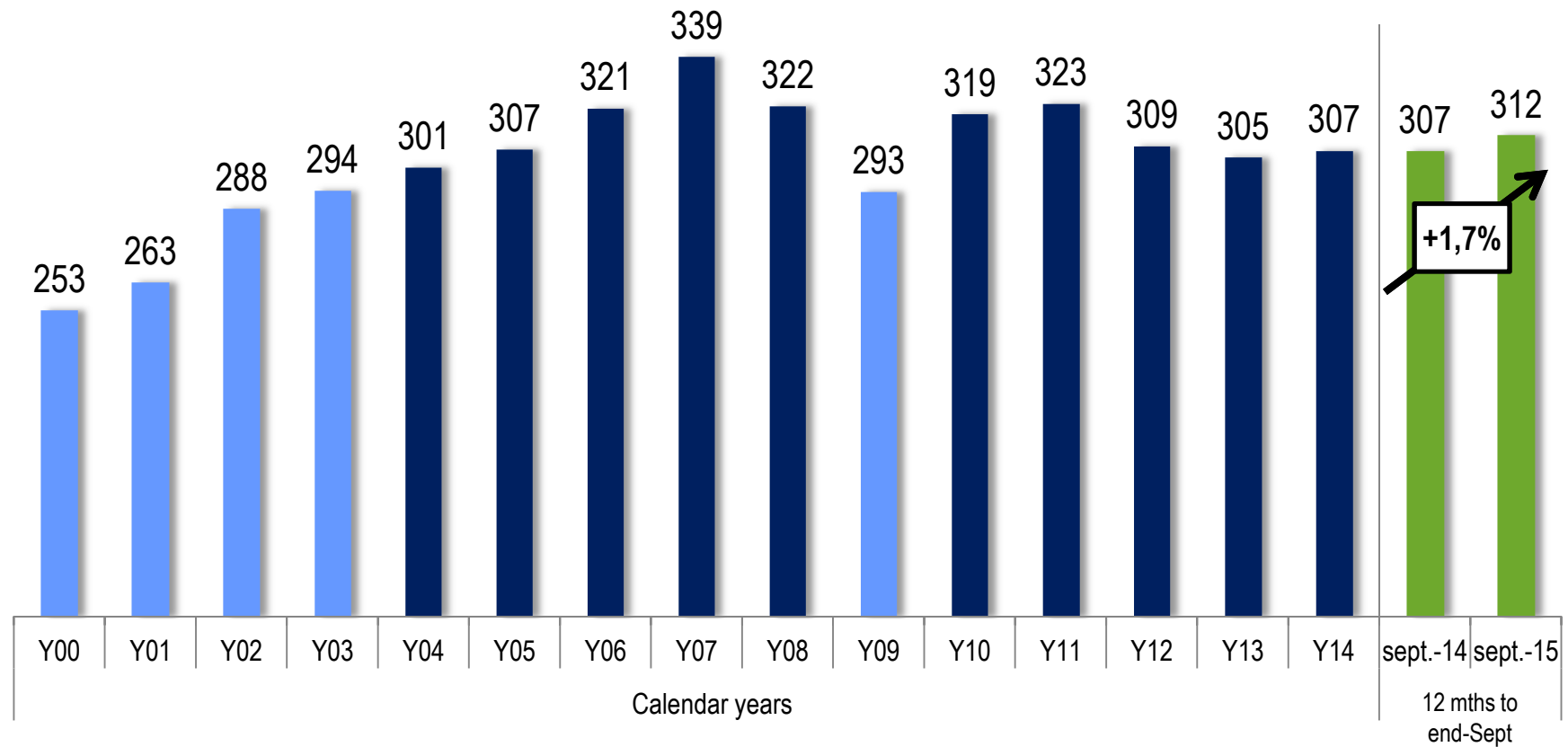
Tuesday 24 November 2015

Overview

- First half 2015-2016 results
- The 2015 grape harvest
- Development paths

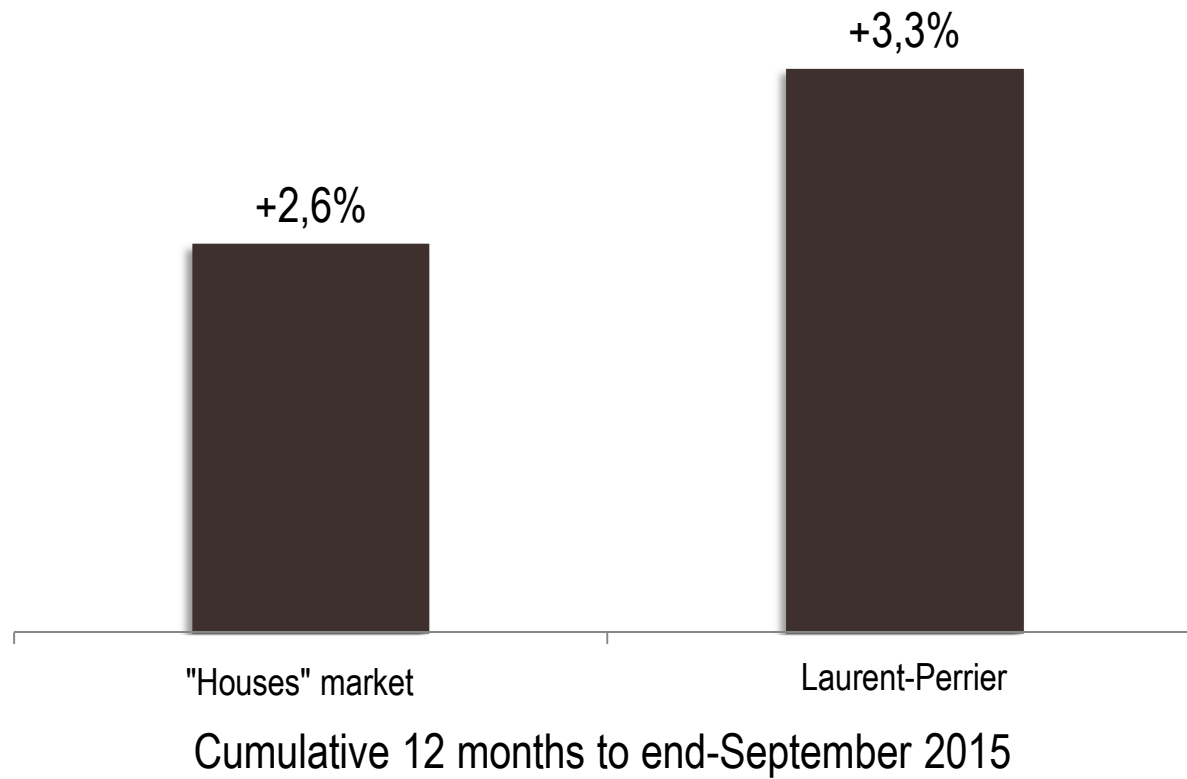
Market tops 310Mbt threshold in 12 months to September 2015

Calendar year market shipments
and total for 12 months
to end-September 2015
[source CIVC] – million bottles



Over the same period, the Laurent-Perrier brand saw further growth

[source CIVC]



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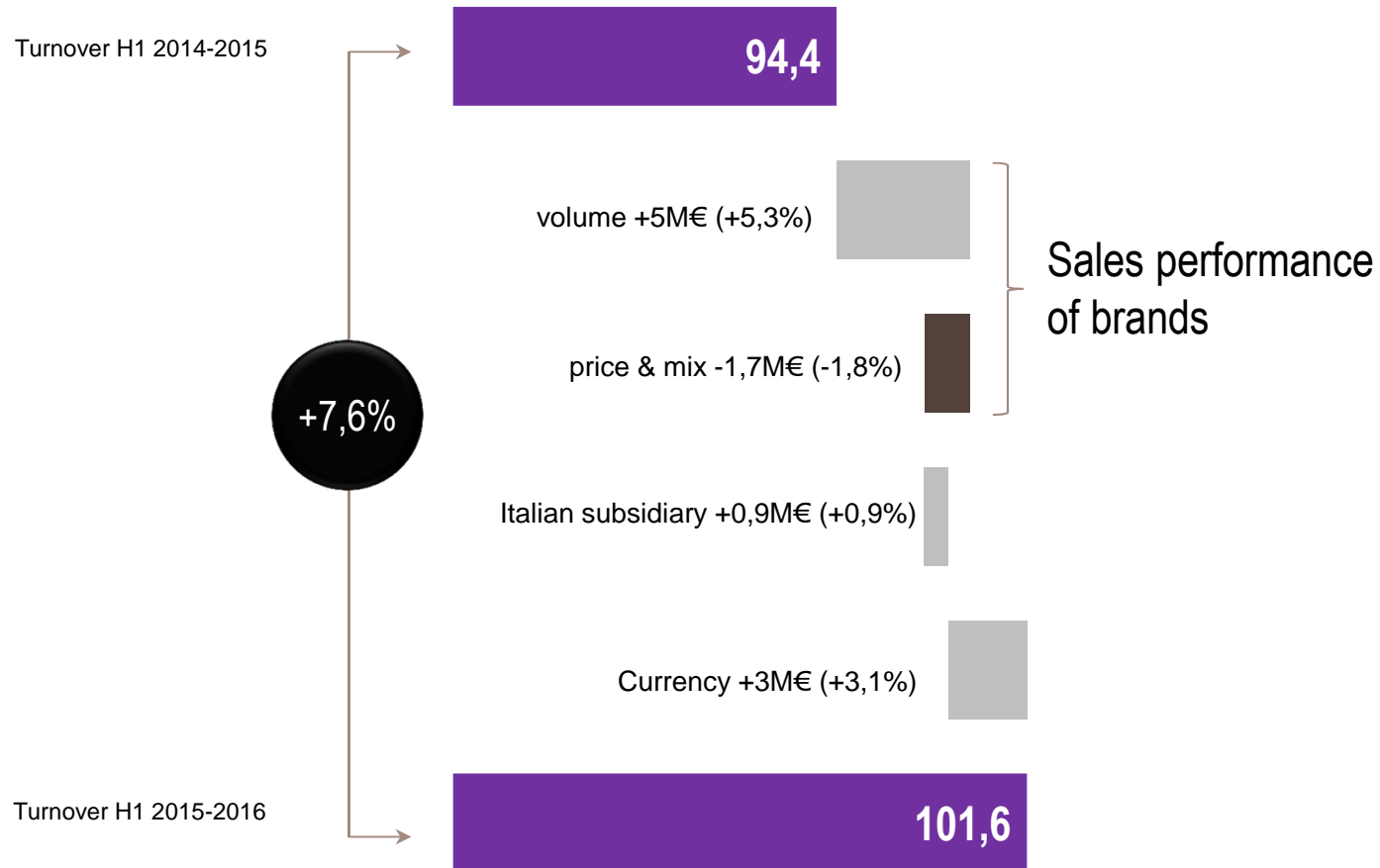
Increase in net income

	1st half 2014-2015 (**)	1st half 2015-2016	Change
Turnover	94,4	101,6	+7,6%
Operating income	20,3	20,5	+1,3%
<i>Operating margin</i>	21,4%	20,2%	-1,3Pt
Group net income	10,8	11,3	+4,9%
Net Cash-Flow (*)	-35,6	-28,2	+7,4

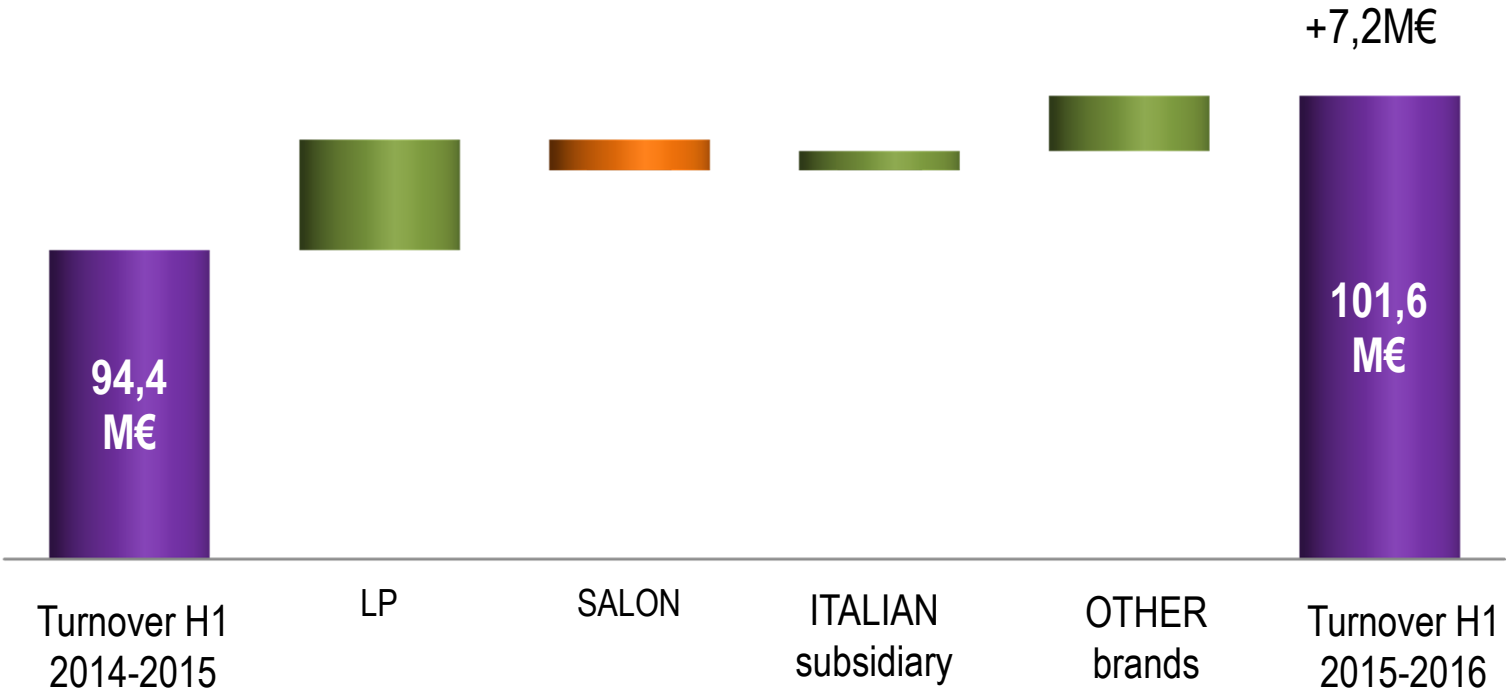
(*) cash flow from operations minus net investment minus dividends

(**) restated for IFRS

Sales performance of brands contributes to growth



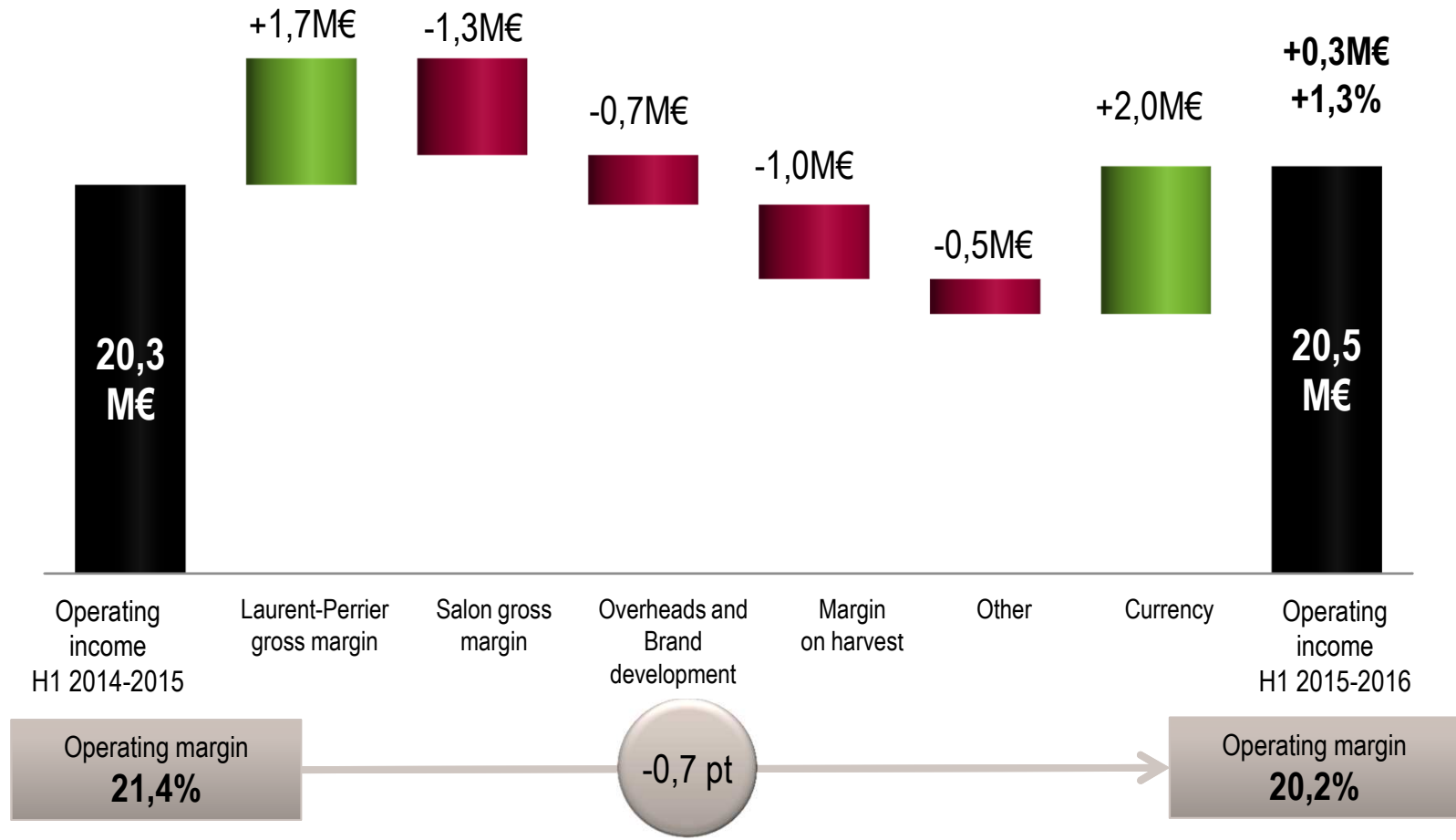
First half of 2015-2016 compares with high base that had benefitted from launch of Salon 2002



Contribution of brands to turnover growth - € million

The strong performance of the Laurent-Perrier brand reflects the phased deployment of the new growth plan

Laurent-Perrier brand growth offsets the Salon 2002 vintage effect on change in operating margin

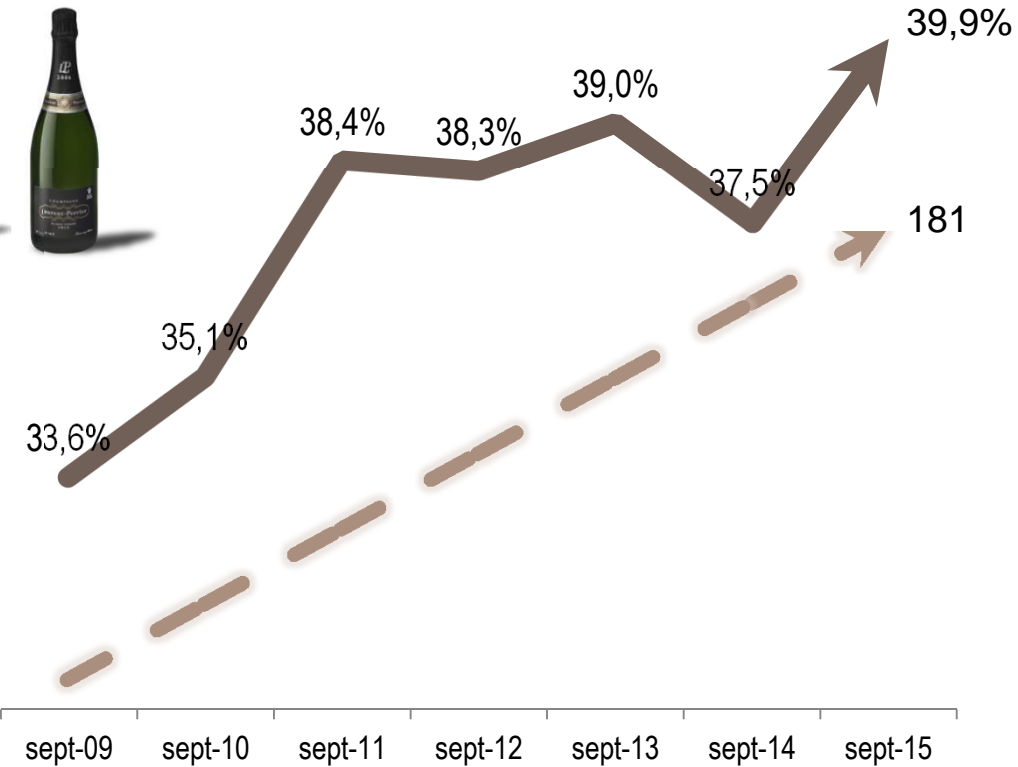


Premium cuvées account for almost 40% of turnover for Laurent-Perrier brand

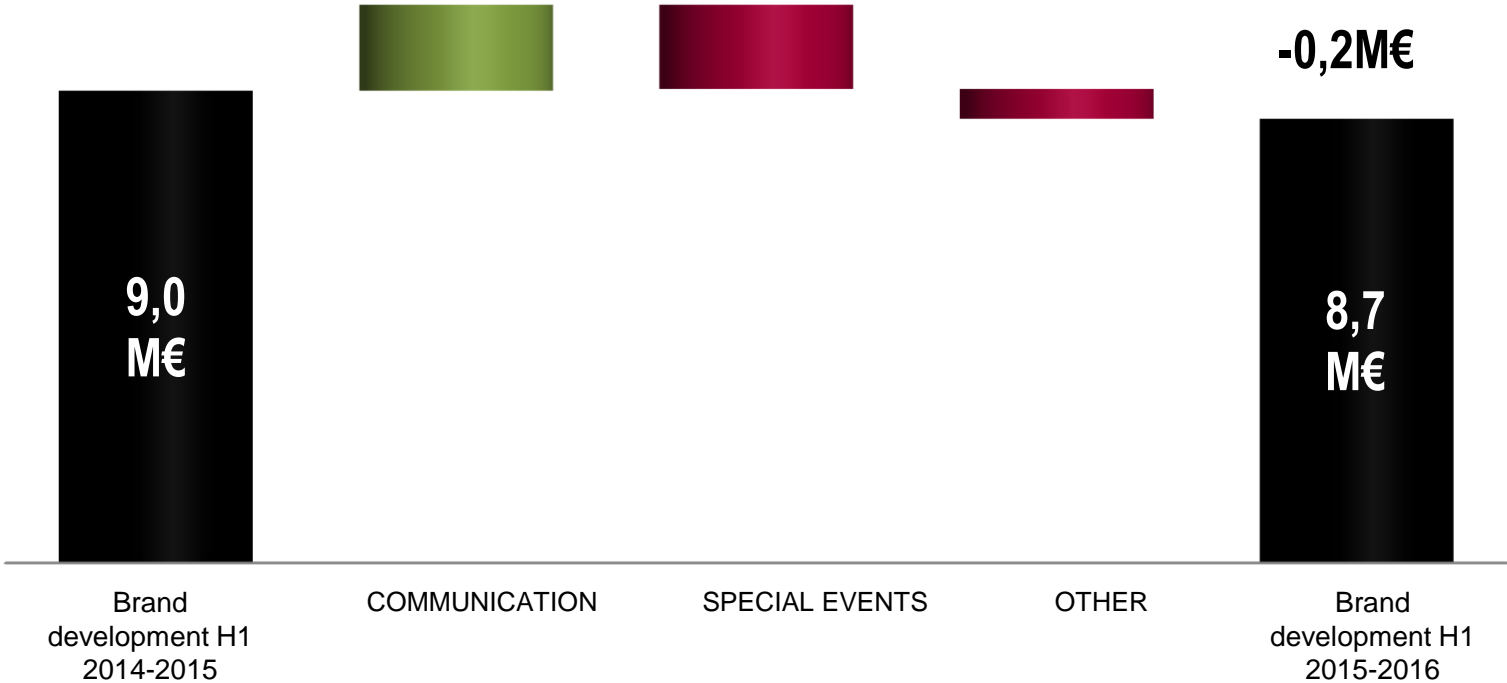


Share of premium cuvées in brand turnover

Premium cuvée turnover [Sept 09 = 100]



Investment in advertising grew in the first half in line with the plan

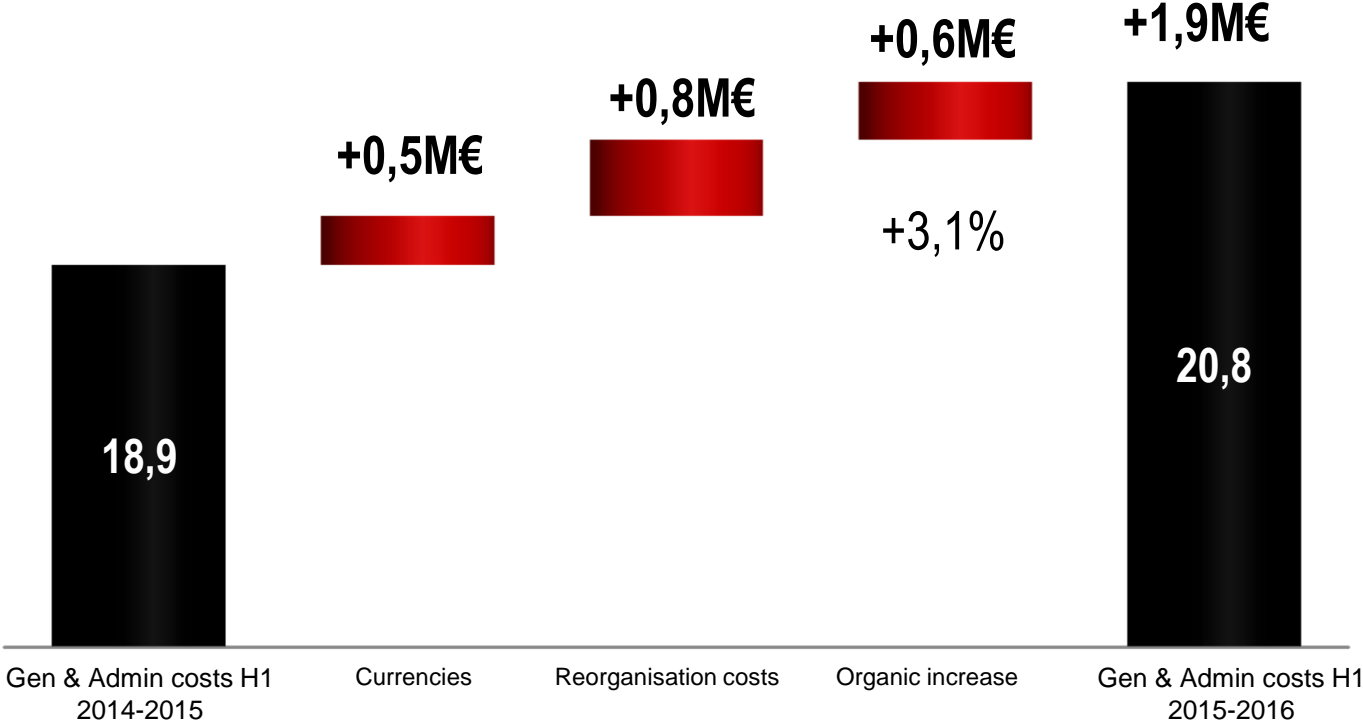


Half-yearly income statement

[1st Half ended September 30]

Laurent-Perrier Group	H1 2014-2015	H1 2015-2016	Change
Turnover	94,4	101,6	+7,6%
Gross margin	49,7	51,8	+4,3%
<i>as % of turnover</i>	52,6%	51,0%	-1,6Pt
Brand development and adv'g	-9,0	-8,7	-2,6%
Sales & Administrative expenses	-21,4	-23,5	+9,8%
Other income & expenses	1,0	0,9	-5,3%
Operating income	20,3	20,5	+1,3%
<i>as % of turnover</i>	21,4%	20,2%	-1,3Pt
Financial result	-3,2	-3,1	-3,3%
Tax	-6,1	-6,0	-2,0%
Group net income	10,8	11,3	+4,9%
<i>as % of turnover</i>	11,4%	11,1%	-0,3Pt

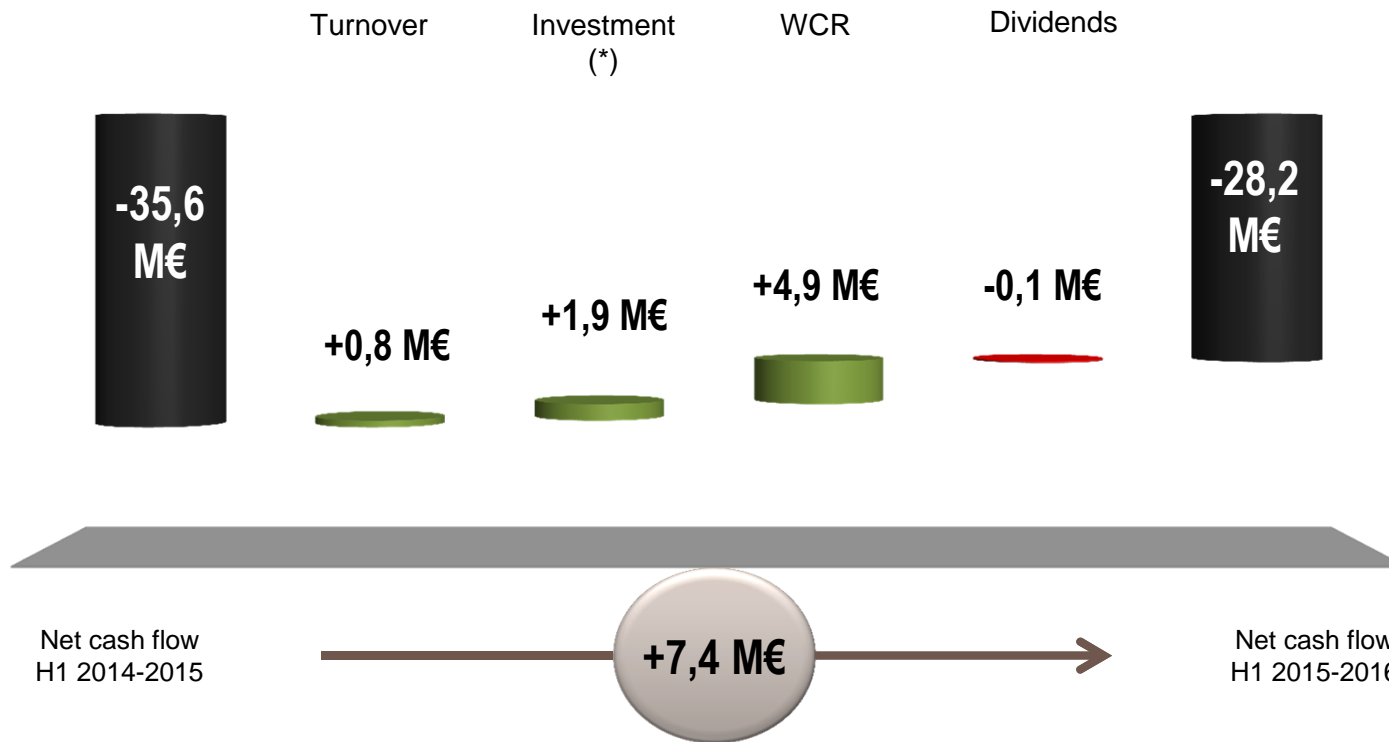
Excluding currency and reorganisation effects, general and administrative expenses rose 3,1% compared with a 4,4% rise in turnover



Analysis of Financial Structure

Satisfactory change in WCR explains first-half rise in net cash flow

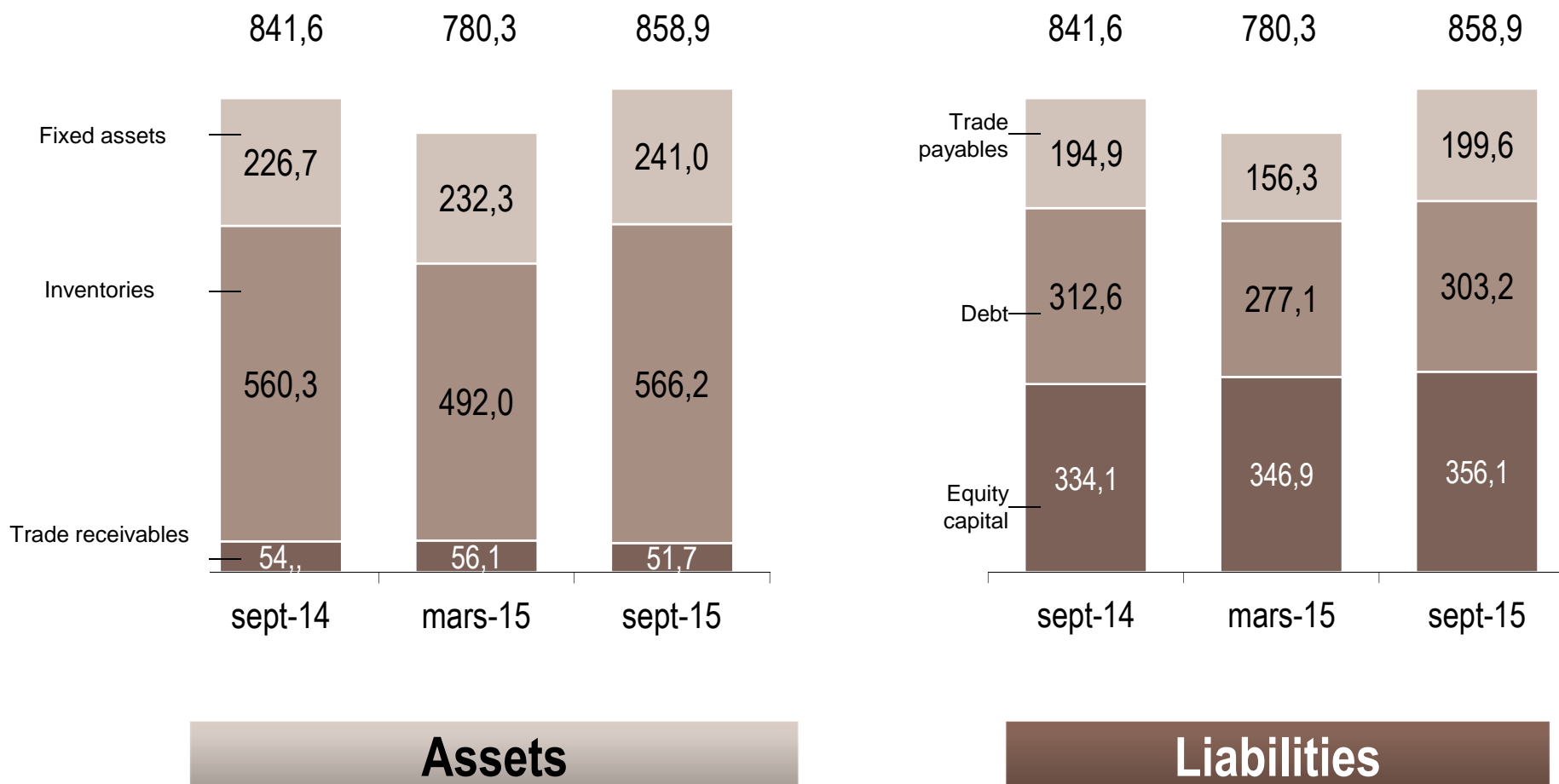
[Change in net cash flow]



(*) incl. acquisition of F. Daumale company in 2014

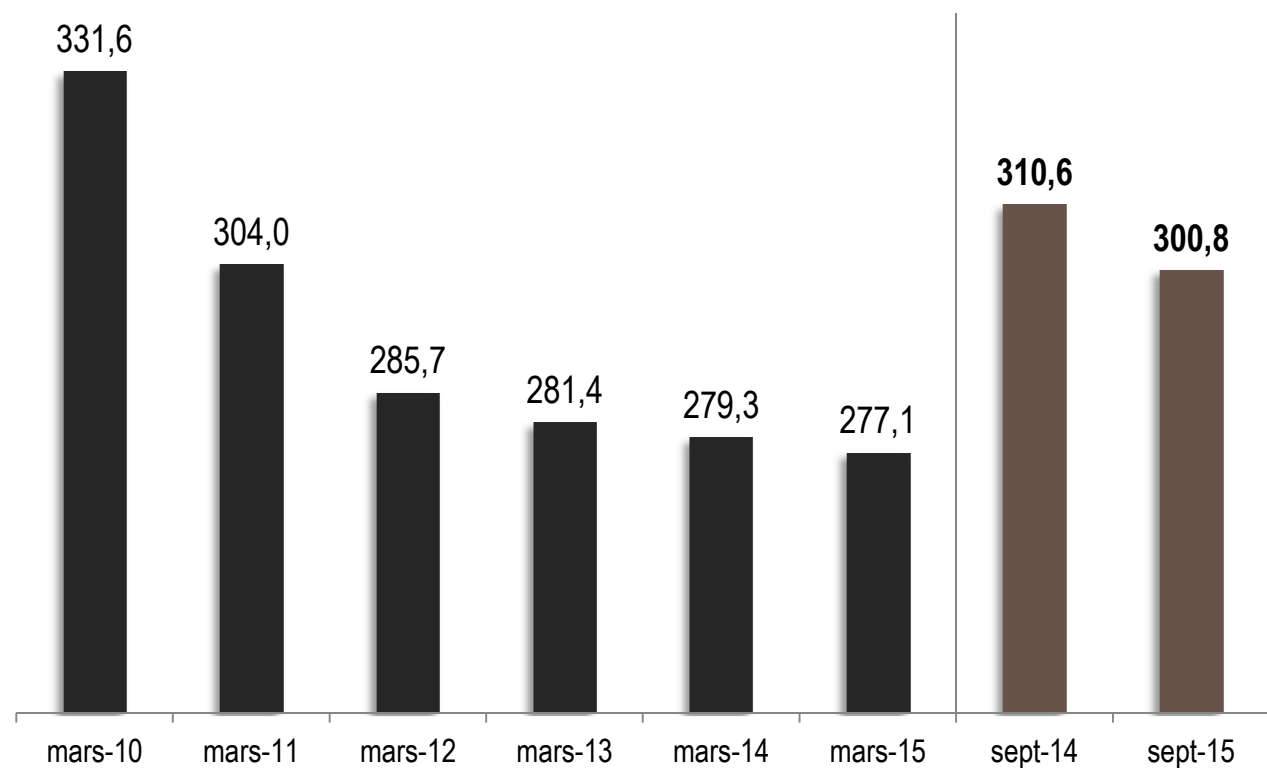
Financial strength preserved

[Group Balance Sheet: cumulative to end-September 2015 – € million]



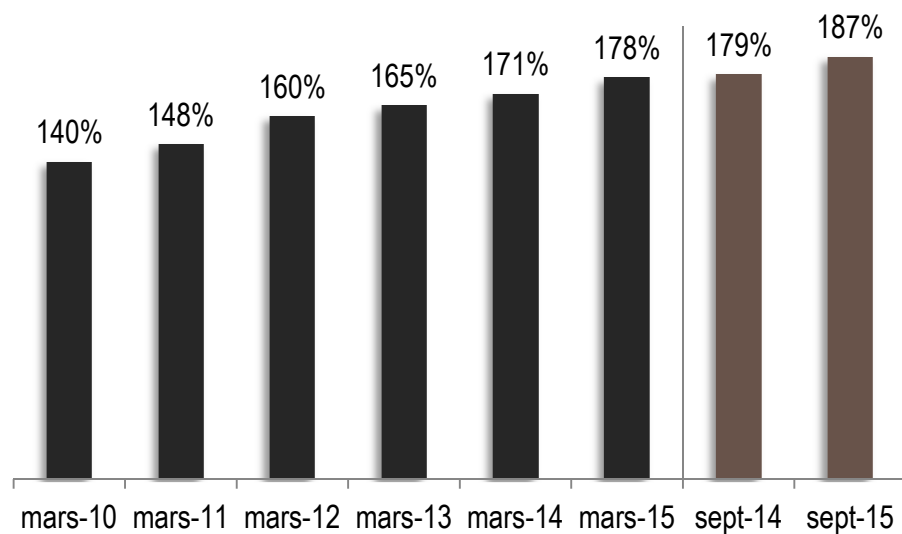
Debt fell €9,8 million relative to end-September 2014

[Group balance sheet: cumulative to end-September 2015 – € million]

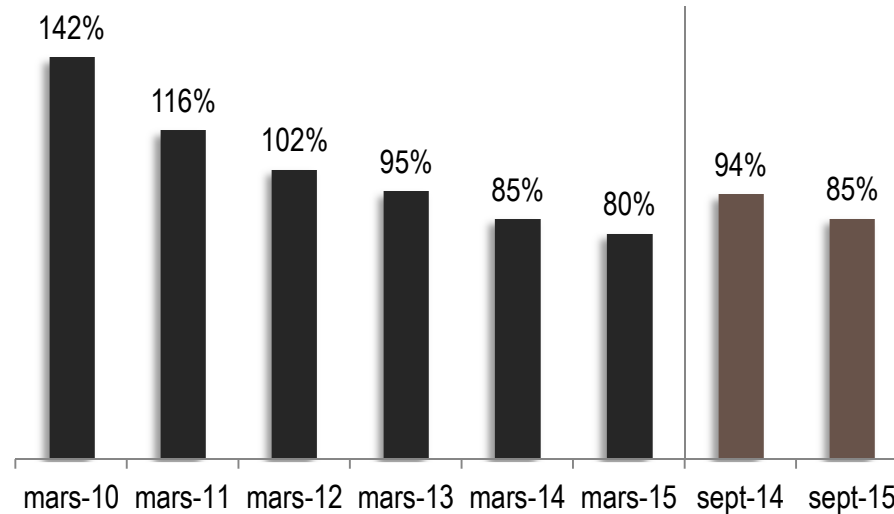


Further improvement in financial ratios

Inventories/Debt, %



Debt/Equity %



Overview

- First half 2015-2016 results
- **The 2015 grape harvest**
- Development paths

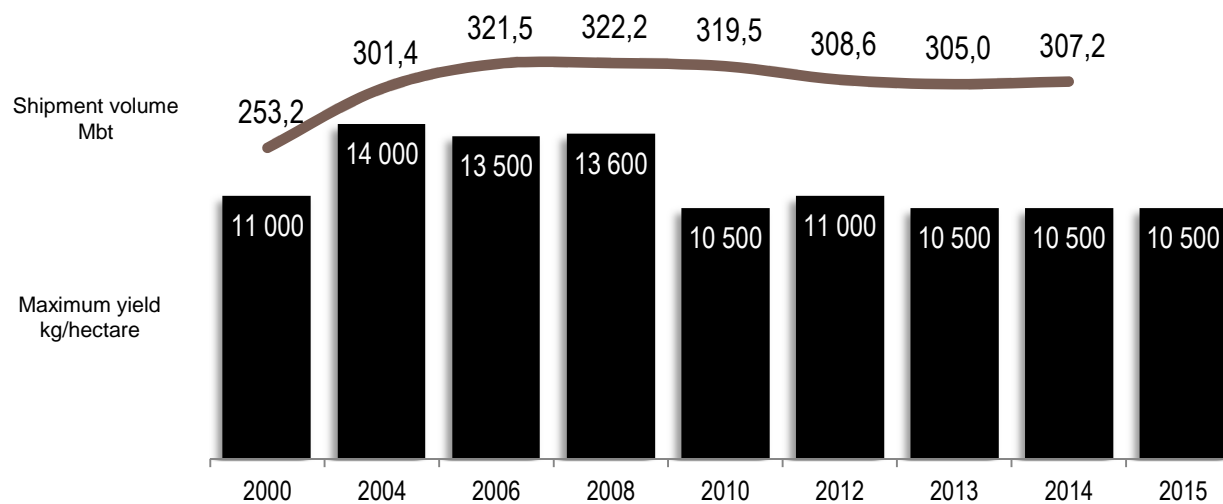
Outcome of 2015 grape harvest

- Extended harvest with excellent weather conditions (31/08 to 25/09)
- Regular ripening until harvest
- Very healthy harvest for all three varietals (Chardonnay, Pinot Noir and Pinot Meunier)
- Average bunch weight lower than in previous years (120g vs 160g in 2014)



Maximum yield in line with market level

- Agronomic yield = 12,000 kg/ha (-15% vs 2014)
- Maximum AOC yield = 10,500 kg/ha
(10,000 kg + 500 kg of individual set aside)



Overview

- First half 2015-2016 results
- The 2015 grape harvest
- **Development paths**

Multi-year investment to continue at Tours-sur-Marne: Production

- **Wine-making processes centralised at Tours-sur-Marne**
(buildings, cellars, winery)
 - ➔ *Wine quality*
 - ➔ *Improved working conditions*
 - ➔ *Productivity*

Multi-year investment to continue at Tours-sur-Marne: Structural renewal

- Upgrade to work environment:
 - Several functions in legacy premises to be grouped in open space office
- Major makeover for reception and visiting structures:
 - Study finalised: kick-off in 2016

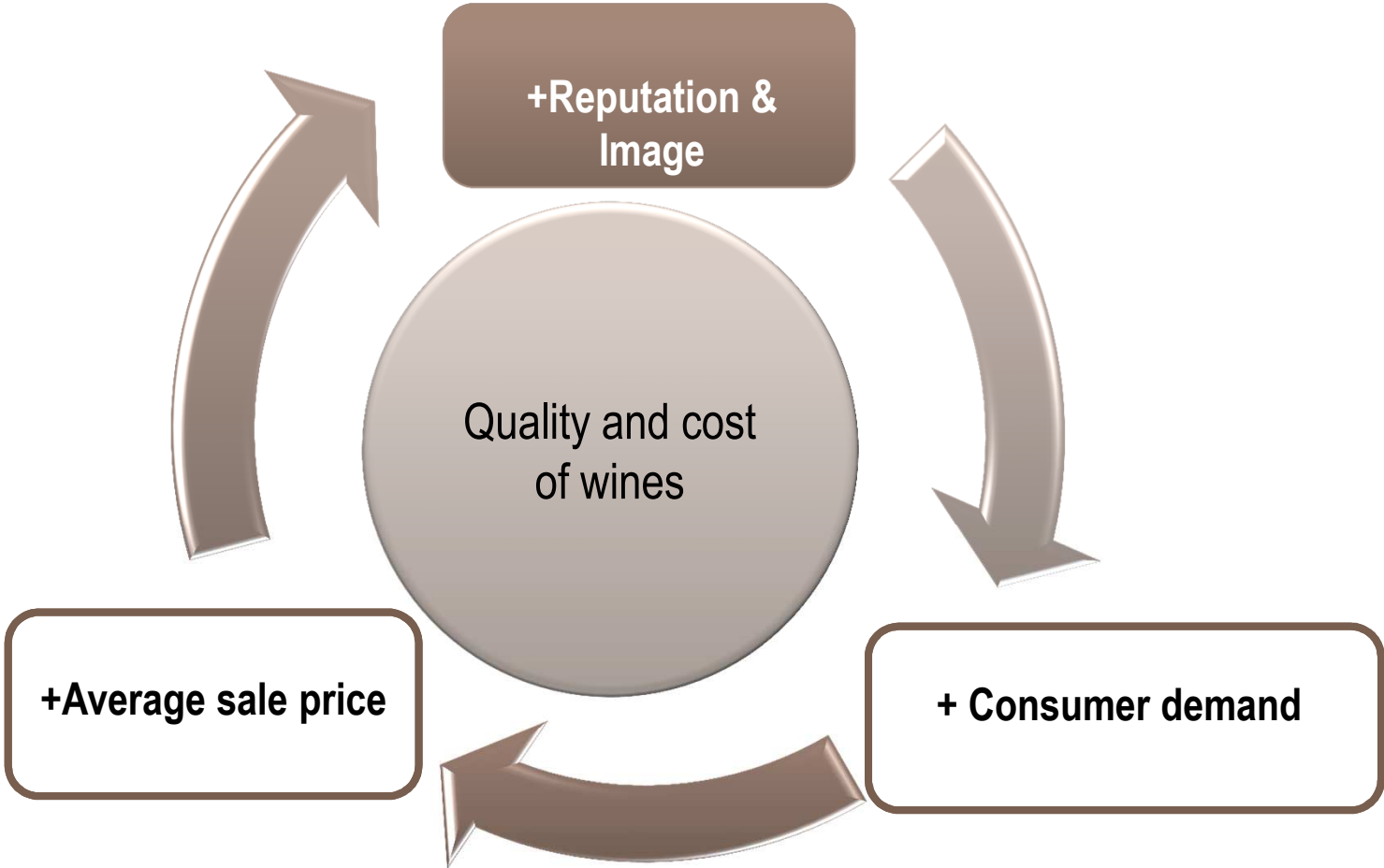
Updated timetable for multi-year investments at Tours-sur-Marne

[calendar years]

		2 nd half 2014	1 st half 2015	2 nd half 2015	1 st half 2016	2 nd half 2016	1 st half 2017	2 nd half 2017	1 st half 2018	
<i>Wine-making processes centralised</i>	Cellars	→								
	Winery			→						
<i>Makeover of reception and visitor structures</i>	Reception Visitors					→				
<i>Upgrade to work environment</i>	Offices			→						

New Laurent-Perrier brand growth plan continued

Laurent-Perrier brand growth model





Chosen by those who know how

Media campaign, France and UK

Choisi par
La Tour d'Argent.

TOUR D'ARGENT

CUVÉE ROSÉ
INIMITABLE

CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812

L'ABUS D'ALCOOL EST DANGEREUX POUR LA SANTÉ. À CONSOMMER AVEC MODÉRATION.

Choisi par
Claridge's.

THE ULTIMATE
CUVÉE ROSÉ
CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812

Choisi par
The Ritz.

THE ULTIMATE
CUVÉE ROSÉ
CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812

Choisi par
Le Gavroche.

THE ULTIMATE
CUVÉE ROSÉ
CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812

Choisi par
Le Grand Palace.

THE ULTIMATE
CUVÉE ROSÉ
CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812

L'ABUS D'ALCOOL EST DANGEREUX POUR LA SANTÉ. À CONSOMMER AVEC MODÉRATION.

Choisi par
Le Maurice.

THE ULTIMATE
CUVÉE ROSÉ
CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812

Choisi par
The Dorchester.

THE ULTIMATE
CUVÉE ROSÉ
CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812

Choisi par
ROB® Lobster.

THE ULTIMATE
CUVÉE ROSÉ
CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812

L'ABUS D'ALCOOL EST DANGEREUX POUR LA SANTÉ. À CONSOMMER AVEC MODÉRATION.

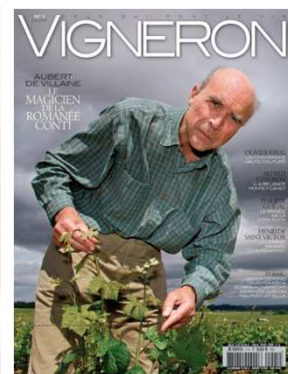
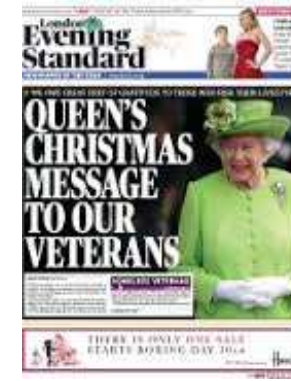
First media plan for France and UK



> 25 million contacts



> 30 million contacts



Prerequisite for media investment: effective marketing

2015	Mai	Juin	Juillet	Novembre	Décembre
Media						Media visibility
Commercial			In-store presence & displays			In-store visibility



Effective marketing driving
product showcasing



New Laurent-Perrier brand growth plan continued

- **4 geographic criteria identified:**
 - Growth potential
 - Showcasing
 - Ability to generate financial resources
 - Professional teams to guarantee quality of execution
- **Ongoing initiatives:**
 - Professionalisation of sales teams
 - Efforts to boost productivity to fund reputational and visibility investment
 - Etc.

Conclusion

The first-half results reflect:

- ➔ The validity of the long-term value strategy
- ➔ The phase-in of the new Laurent-Perrier brand growth plan



First-Half Results 2015-2016

Tuesday 24 November 2015