



HALF-YEAR RESULTS
FINANCIAL YEAR 2025-2026
28 NOVEMBER 2025

AGENDA

- ✓ Market
- ✓ Key figures & analyses
- ✓ Financial structure
- ✓ Winegrowing year and 2025 harvest
- ✓ Value creation strategy
- ✓ Objectives and outlook



CONTEXT OF THE RESULTS FOR THE FIRST HALF OF 2025-2026

EXTERNAL:

- ✓ Uncertain global economic context
- ✓ Global market at 269 Mbt
- ✓ US customs duties commence in August

INTERNAL:

- ✓ Strengthening of positions in the main export markets



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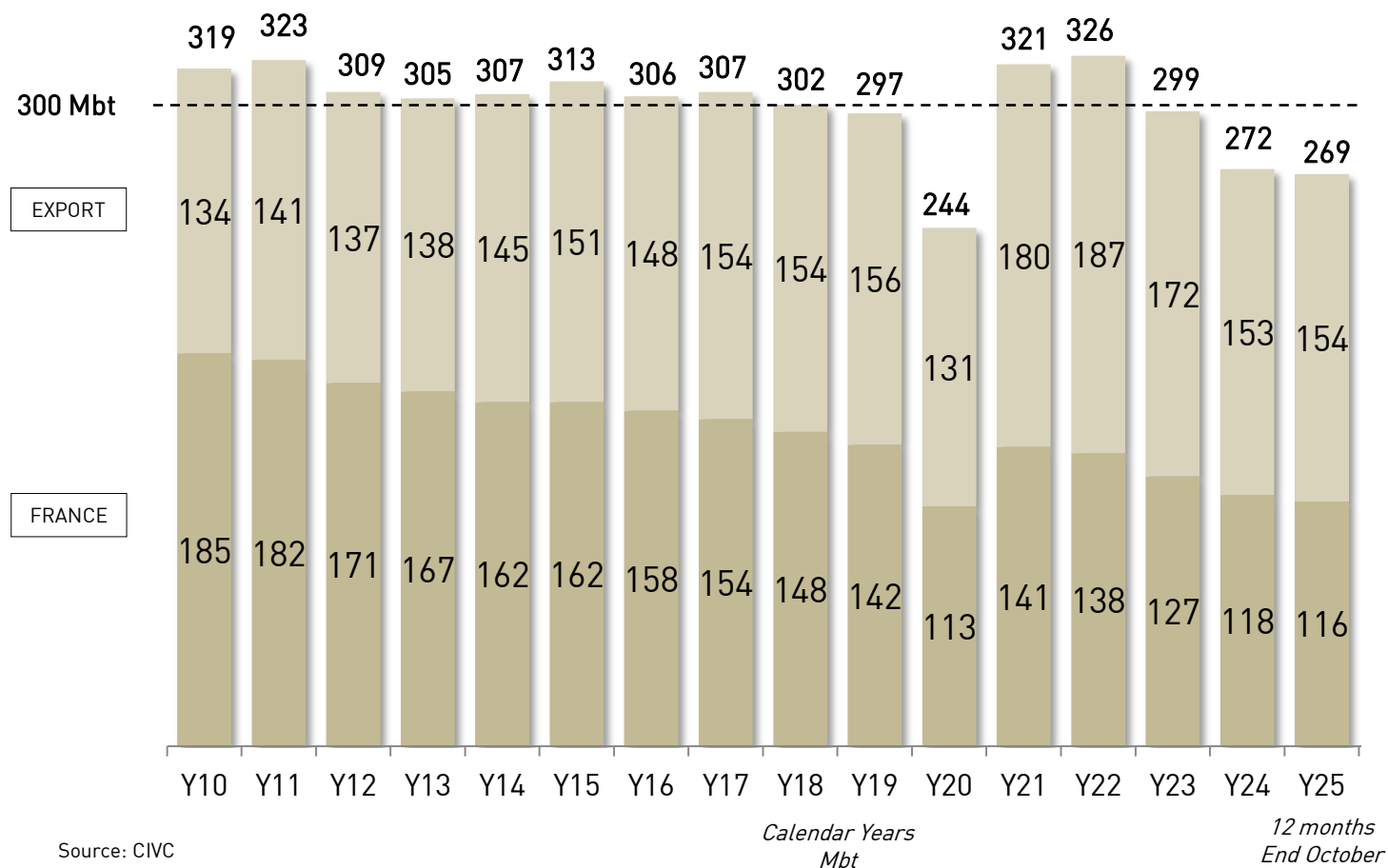
CHAMPAGNE
S
SALON
Le Mesnil




CHAMPAGNE
DELAMOTTE
Le Mesnil sur Oger depuis 1760

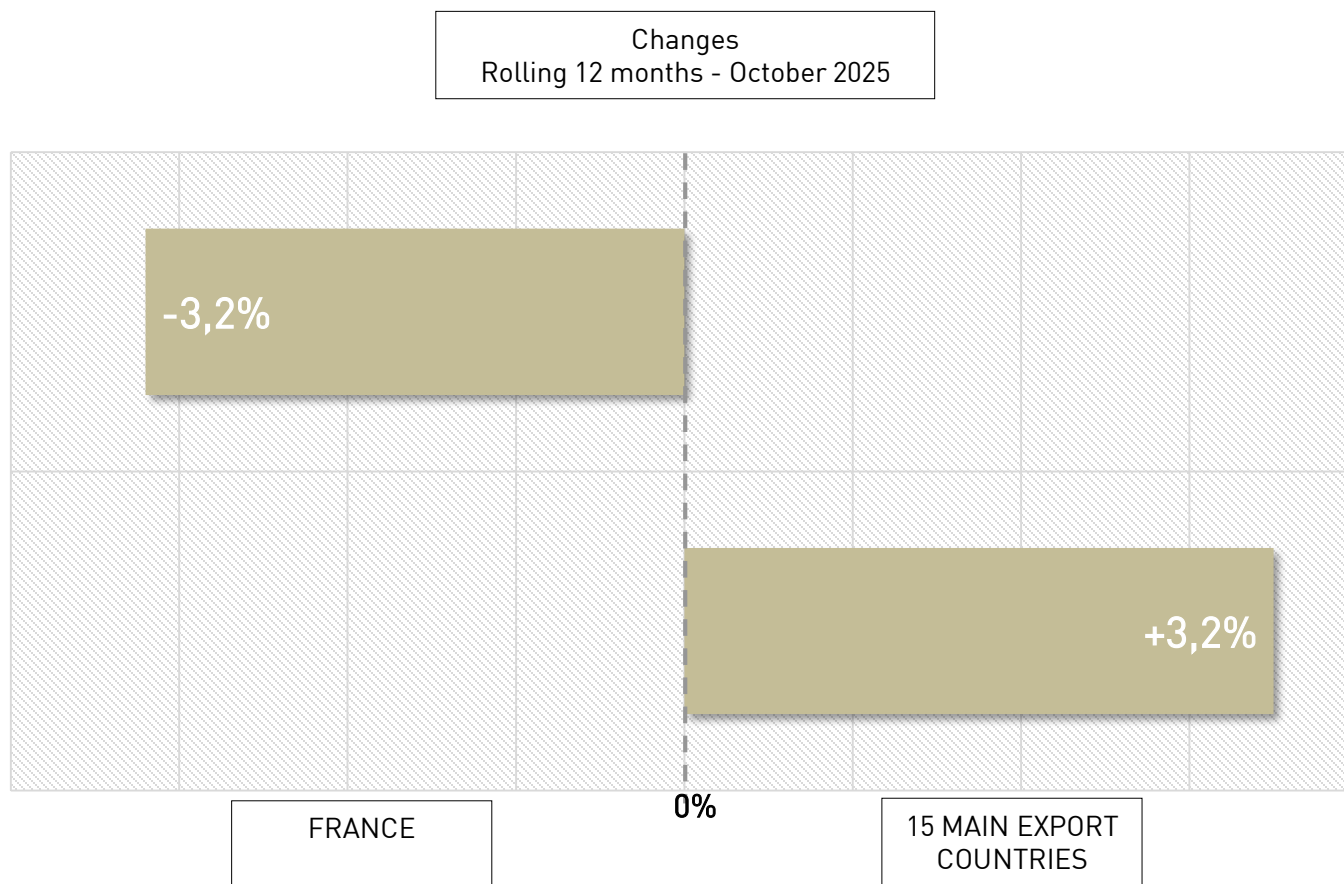


MARKET - 12 MONTHS TO END-OCTOBER: 269 Mbt



DIFFERENT SITUATIONS DEPENDING ON THE MARKETS

- ✓ 12 months to end-October 2025: Volume -1.2%
- ✓ Over 10 years: France -46 Mbt (-28%) / Export +3 Mbt (+2%)



Source: CIVC



GROUP SITUATION VS MARKET

as at September

Change %	Financial year <u>April to Sept.</u> vs N-1	Calendar year <u>January to Sept.</u> vs N-1
MARKET	-1.5%	-1.4%
HOUSES	-0.9%	-0.1%
L-P GROUP	+2.6%	+8.9%
L-P BRAND	+6.3%	+12.3%



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HALF-YEAR RESULTS FY 2025-2026

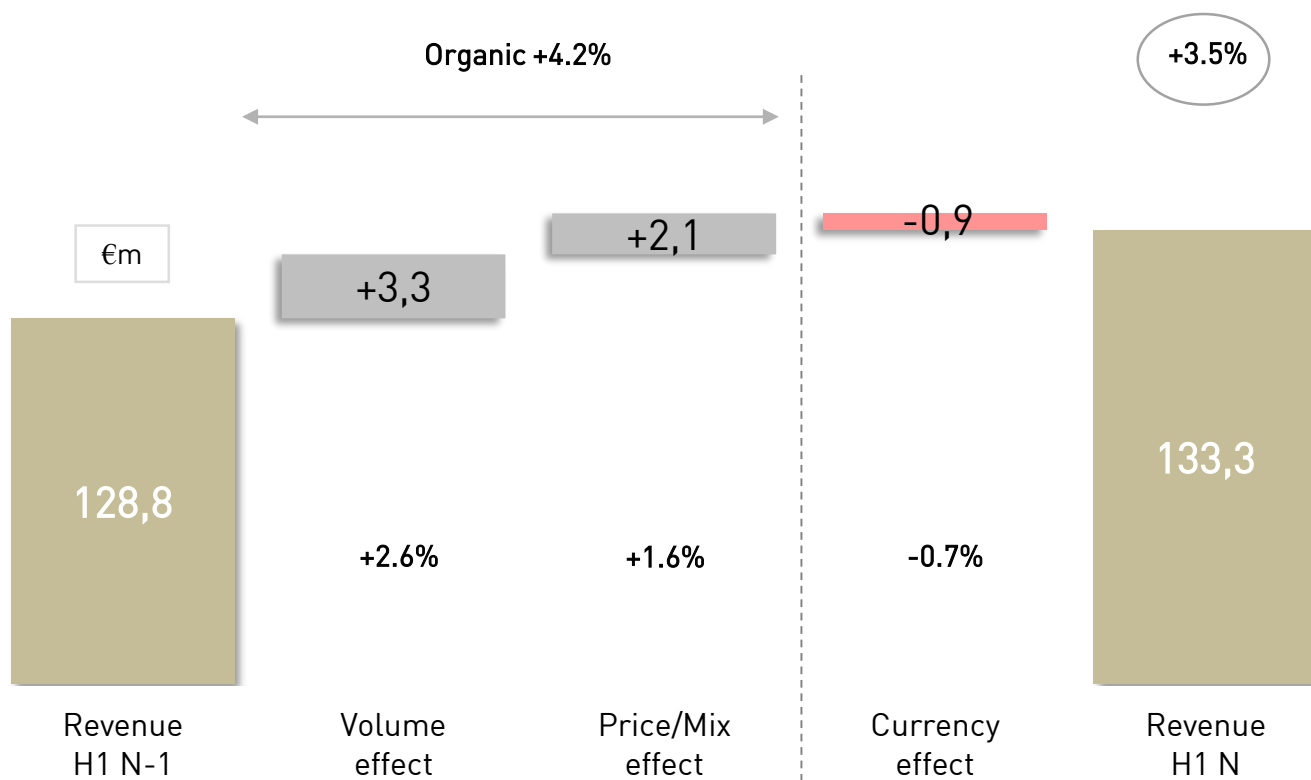
LAURENT-PERRIER GROUP - 1ST HALF-YEAR

(in €m) At current exchange rates	H1 Pre-Covid 2019-2020	H1 N-1 2024-2025	H1 N 2025-2026	Change vs Pre-Covid	Changes vs N-1
Revenue (Champagnes & Wines)	99.1	128.8	133.3	+34.5%	+3.5%
Gross margin	54.4	78.4	78.8	+44.9%	+0.6%
<i>as a % of revenue (Champagne & Wines)</i>	54.8%	60.8%	59.1%	+4.3 pts	-1.7 pts
Brand development & marketing	-11.3	-11.4	-13.1	+15.4%	+15.0%
Selling & administrative expenses	-24.0	-28.8	-28.9	+20.4%	+0.3%
Operating profit	19.8	38.8	36.6	+84.3%	-5.7%
<i>as a % of revenue (Champagne & Wines)</i>	20.0%	30.1%	27.5%	+7.5 pts	-2.6 pts
Financial result	-3.4	-4.3	-5.1	+50.8%	+19.7%
Income taxes	-5.3	-9.0	-8.1	+52.0%	-10.1%
Net profit attributable to the Group	11.0	25.3	23.1	+110.5%	-8.7%
<i>as a % of revenue (Champagne & Wines)</i>	11.1%	19.7%	17.2%	+6.2 pts	-2.4 pts



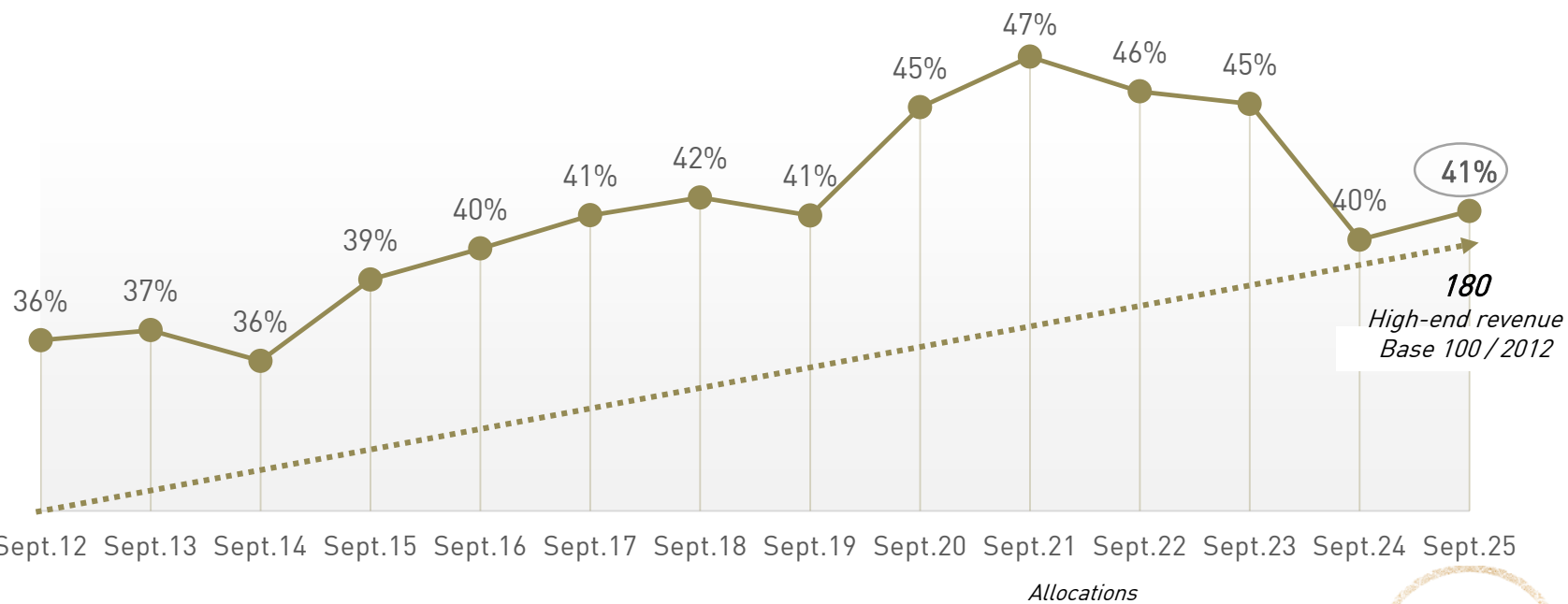
ANALYSIS OF THE CHANGE IN REVENUE

LAURENT-PERRIER GROUP - 1ST HALF-YEAR



HIGH-END REVENUE GROWTH

LAURENT-PERRIER BRAND - 1ST HALF-YEAR

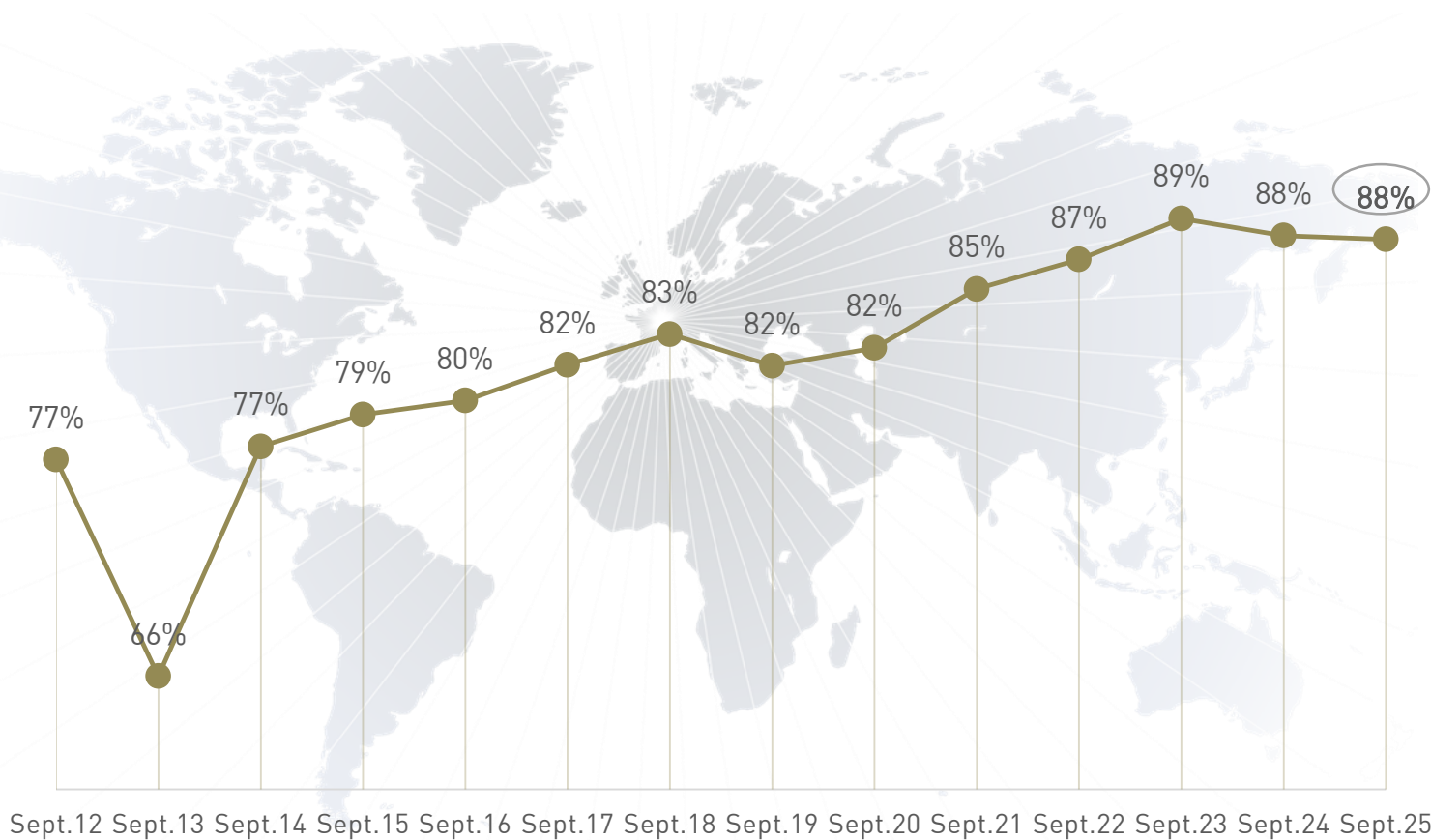


Current exchange rate



EXPORT REVENUE GROWTH

LAURENT-PERRIER BRAND - 1ST HALF-YEAR

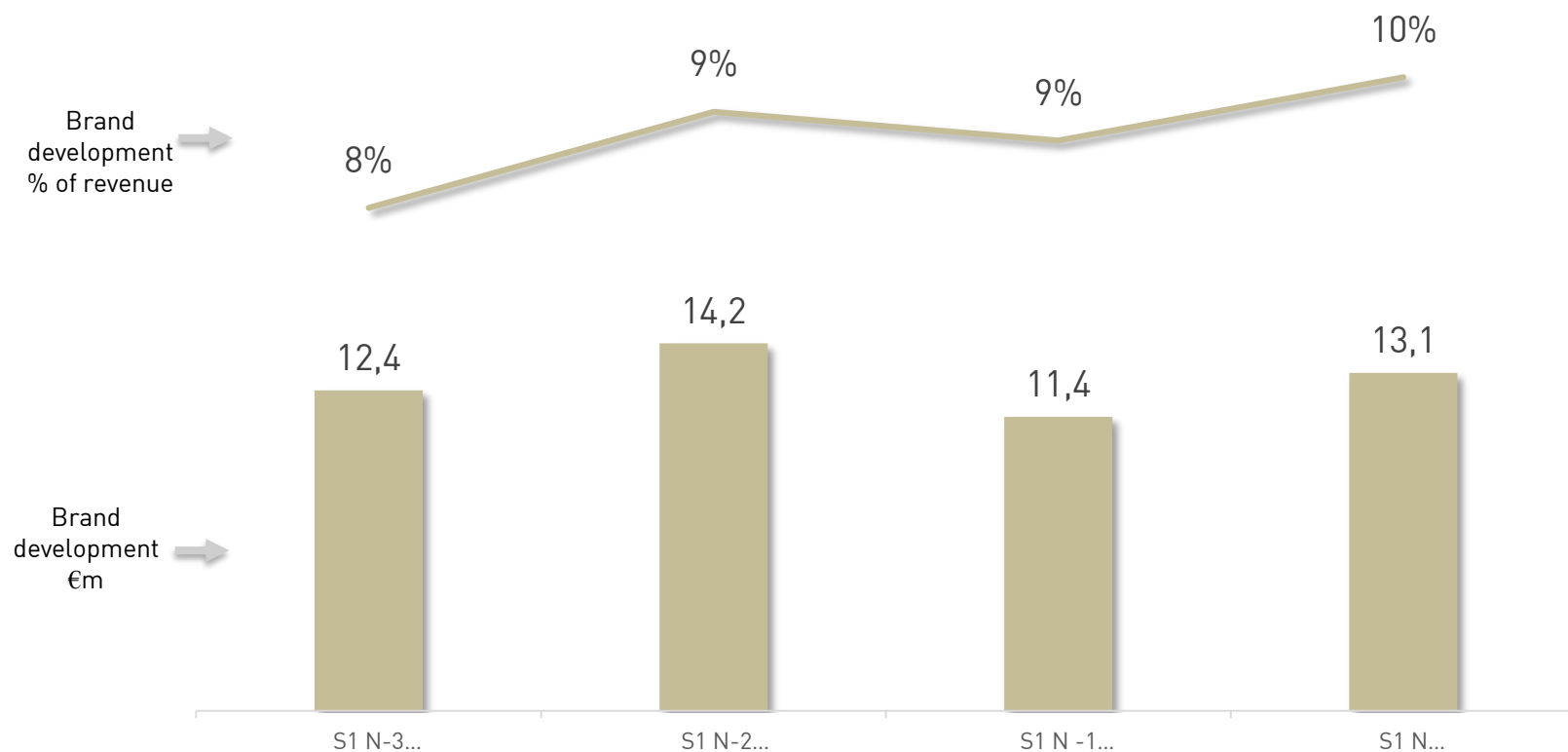


Current exchange rate



ONGOING INVESTMENT IN BRAND DEVELOPMENT

LAURENT-PERRIER GROUP - 1ST HALF-YEAR

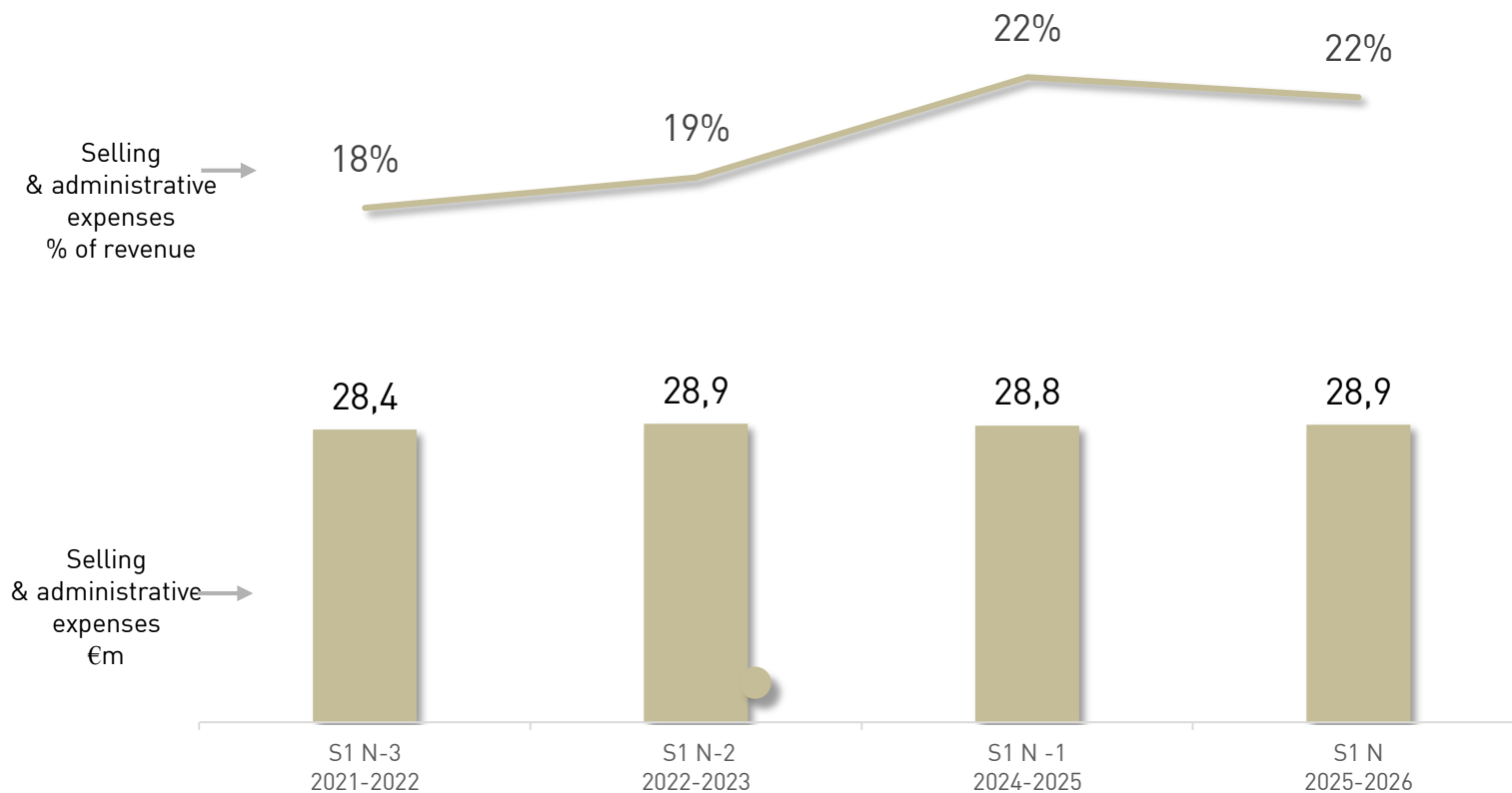


Current exchange rate



CONTROL OF SELLING & ADMINISTRATIVE EXPENSES

LAURENT-PERRIER GROUP - 1ST HALF-YEAR

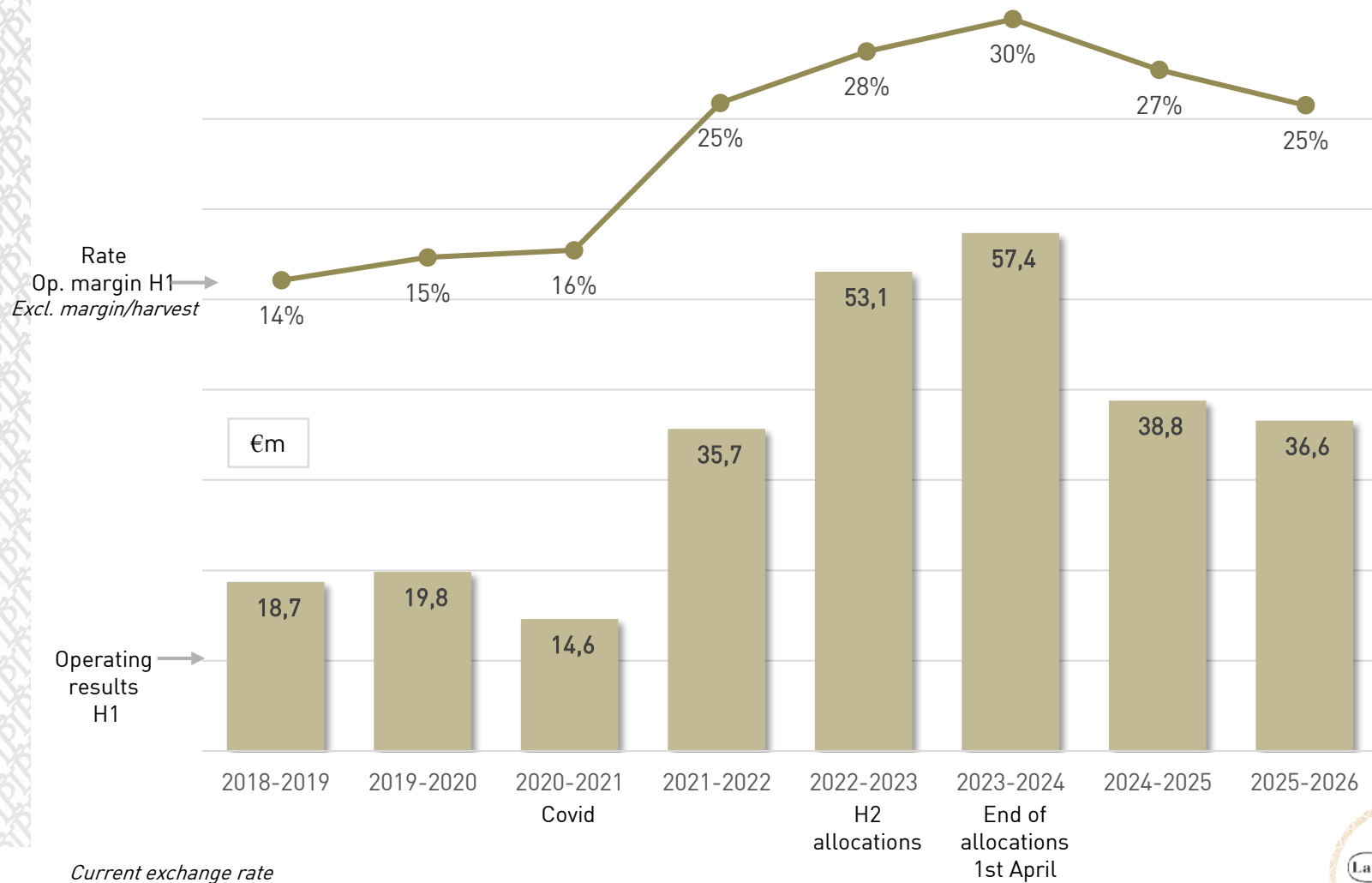


Current exchange rate

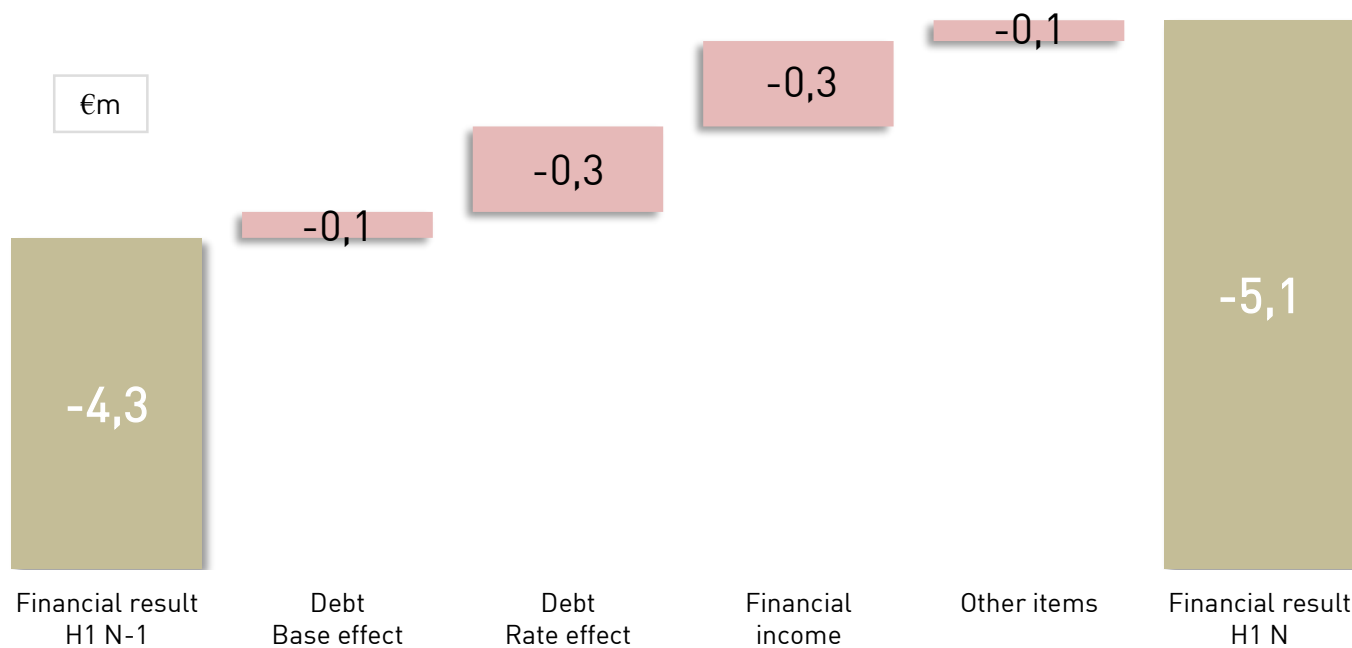


HISTORICAL OPERATING PROFIT (AT CURRENT EXCHANGE RATES)

LAURENT-PERRIER GROUP - 1ST HALF-YEAR



ANALYSIS OF THE CHANGE IN FINANCIAL RESULT LAURENT-PERRIER GROUP - 1ST HALF-YEAR



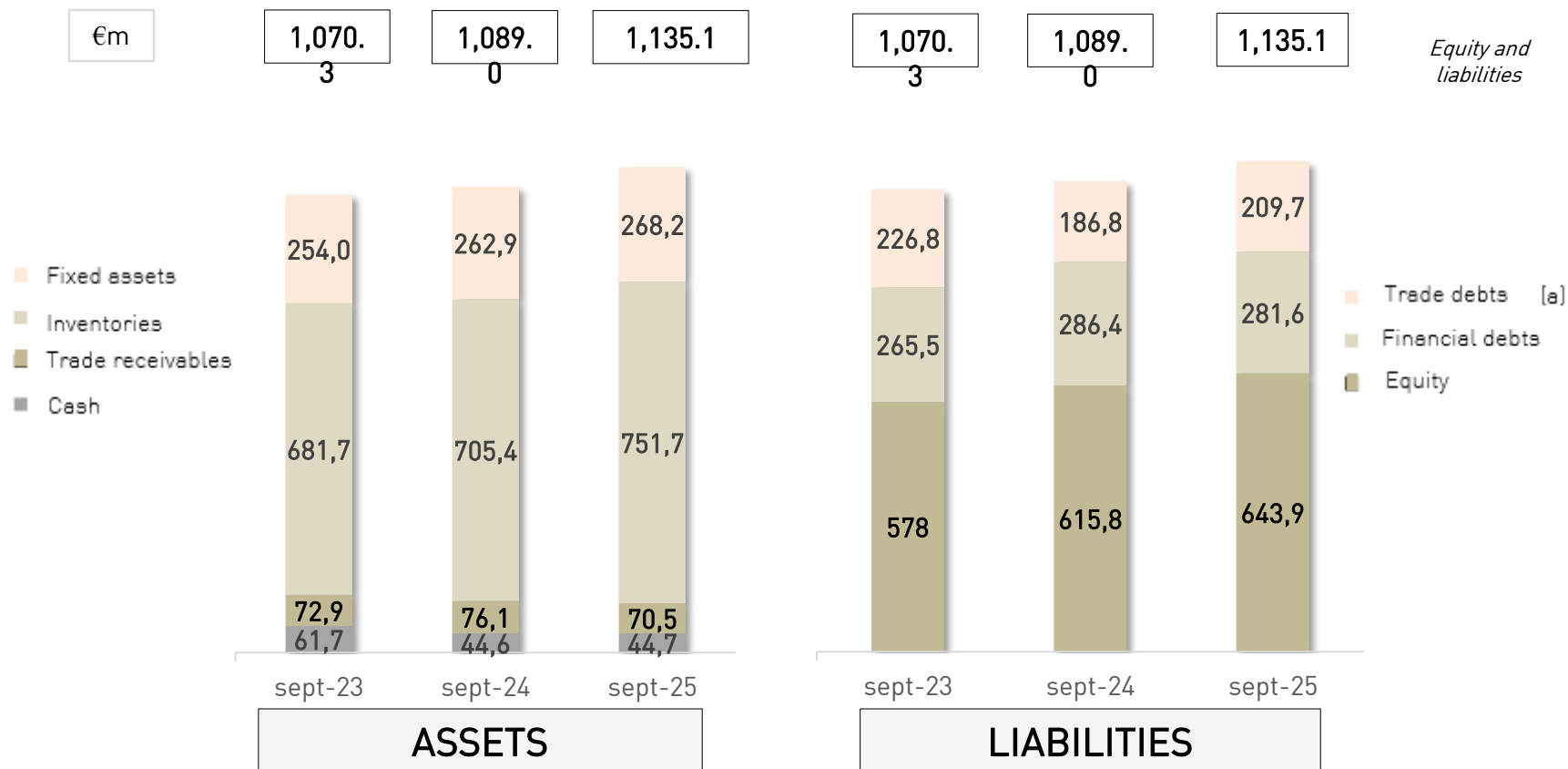
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STRUCTURE OF THE SIMPLIFIED BALANCE SHEET

LAURENT-PERRIER GROUP - 1ST HALF-YEAR

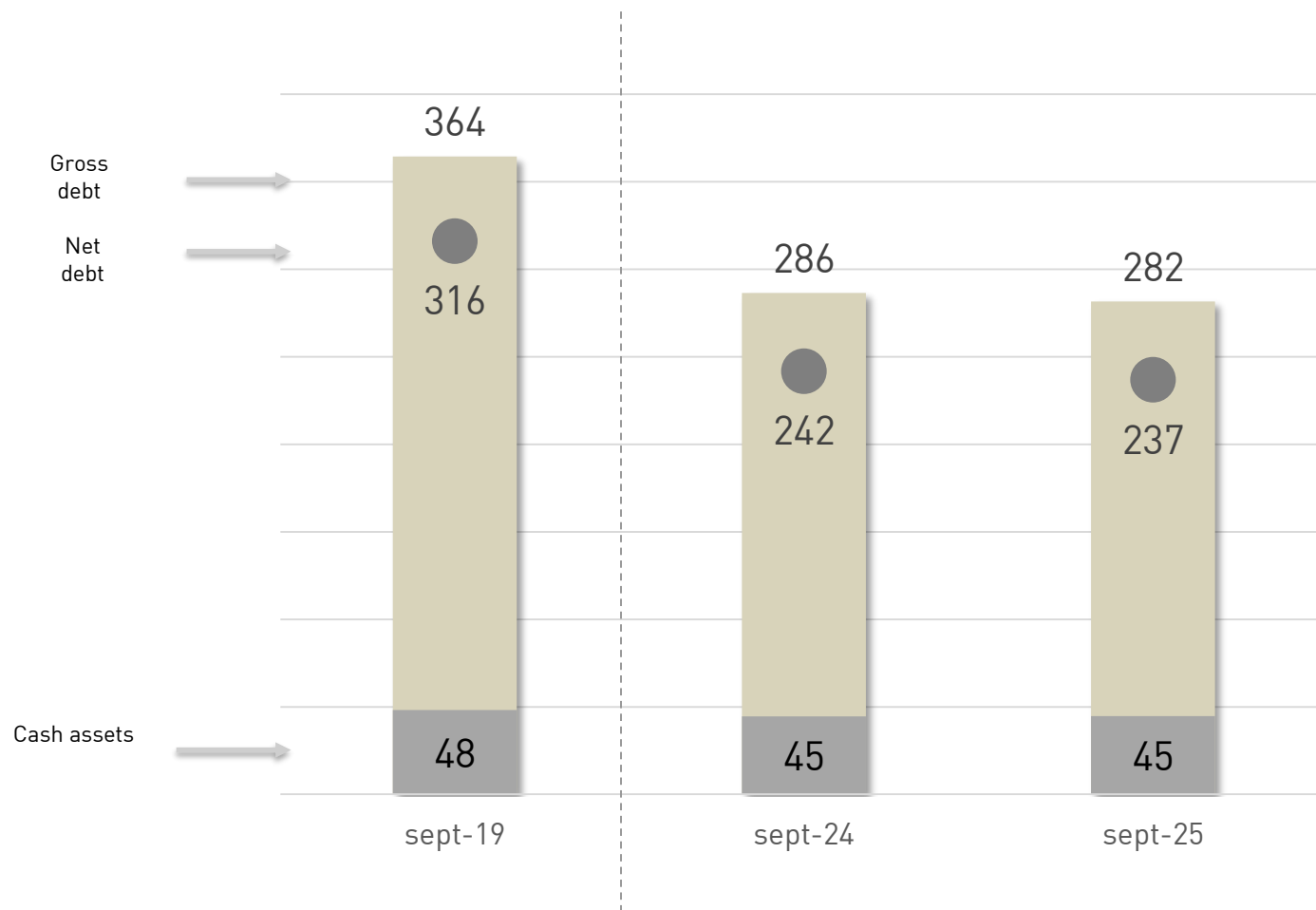


(a) including provisions for risks & deferred charges and taxes



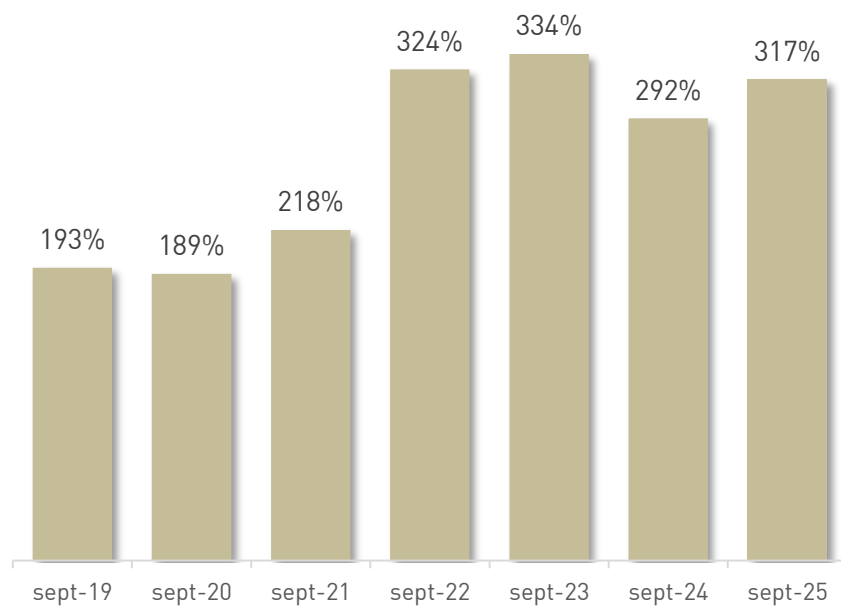
CHANGE IN DEBT

LAURENT-PERRIER GROUP - 1ST HALF-YEAR

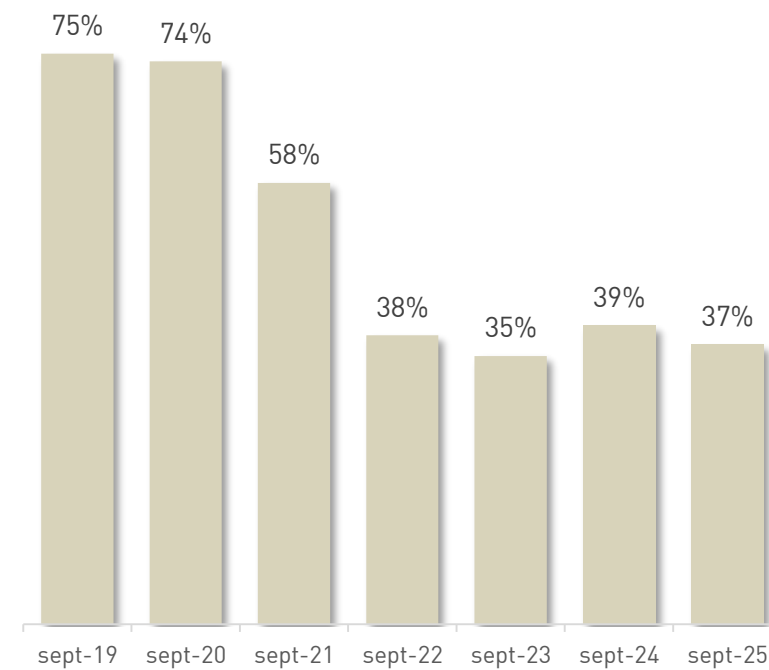


DEBT RATIOS

LAURENT-PERRIER GROUP



Inventory / Net debt (%)



Net debt / Equity (%)



CONSOLIDATED CASH FLOW STATEMENT

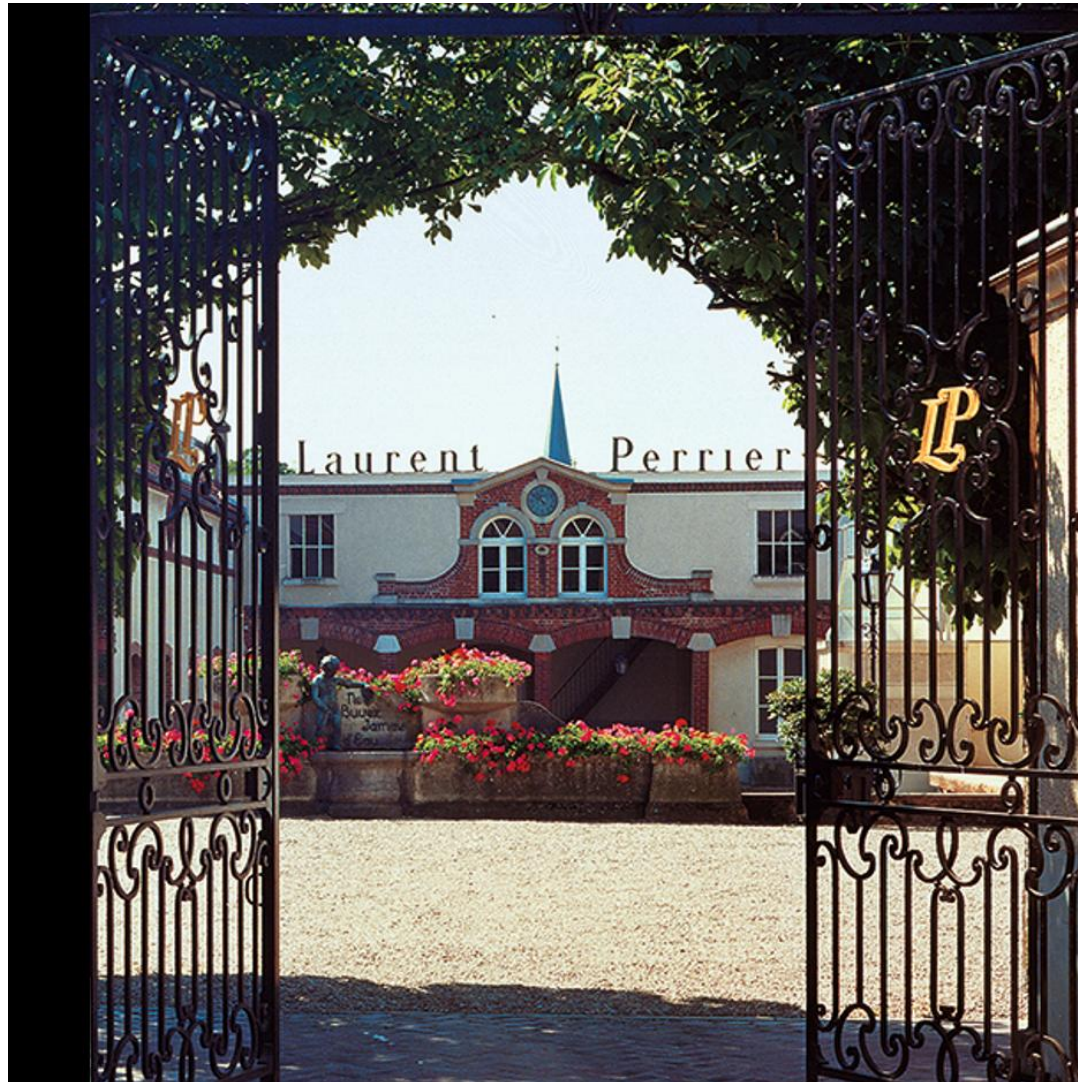
LAURENT-PERRIER GROUP - 1ST HALF-YEAR

€m	At 30/09/24	At 30/09/25	Change	
NET CASH AT OPENING	50.5	56.6		
Cash flow from operations (after tax)	+31.4	+26.9	-4.5	+34.5 €m change in operating cash flow
Working capital requirement	-63.5	-25.4	+38.1	
Investing activities	-7.1	-6.2	+0.9	
Disposal activities	0.0	0.0		
Financing activities	45.4	4.7	-40.7	
o/w new borrowings	+106.3	+35.8		
o/w loan repayments	-60.9	-31.1		
Dividends	-12.9	-12.6	+0.3	
NET CHANGE IN CASH	-6.5	-12.4	-5.9	Change in net cash flow
NET CASH AT CLOSING *	44.0	44.0		

*Net cash = cash assets - bank overdrafts



HOSPITALITY INVESTMENTS IN TOURS-SUR-MARNE



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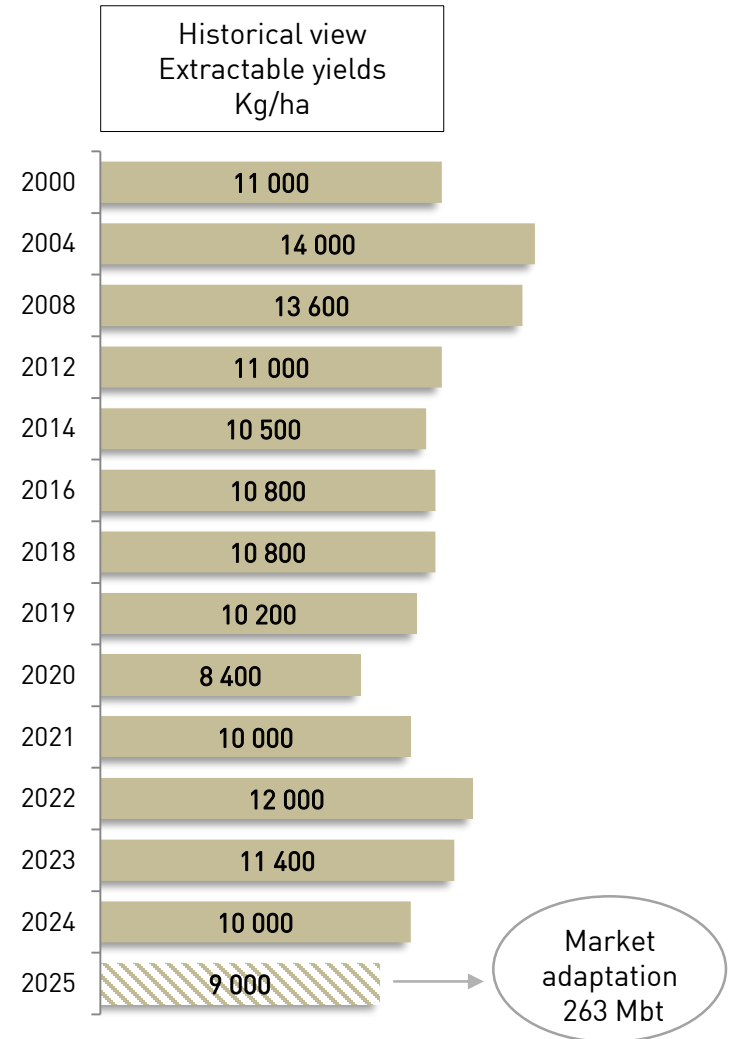
WINE-GROWING YEAR 2025

- ✓ 2025 Weather Conditions
 - Humid winter / dry spring / hot June and July
- ✓ Flowering in early June
- ✓ Very rapid ripening across all crus
- ✓ Average cluster weight: 130 g (240 g in 2023)



2025 HARVEST

- ✓ Start: 22 August / End: 6 September
- ✓ Low agronomic yield:
 - 8,500 kg/ha (22,000 kg/ha in 2023)
- ✓ AOC Champagne extractable yield:
 - 9,000 kg/ha (11,400 kg/ha in 2023)
- ✓ Individual reserve yield:
 - 10,000 kg/ha



LAURENT-PERRIER'S ENVIRONMENTAL COMMITMENTS AND THOSE OF THE SECTOR



<p>PLANTATION DE HAIES ET D'ARBRES POUR RESTAURER LA BIODIVERSITÉ</p> 	<p>-50% DE PRODUITS PHYTOSANITAIRES ET ENGRAIS AZOTÉS EN 15 ANS</p> 	<p>ZÉRO HERBICIDE EN CHAMPAGNE D'ICI 2025</p> 	<p>PLUS DE 90% DES DÉCHETS INDUSTRIELS TRAITÉS ET VALORISÉS</p> 
<p>70% of vineyard area under environmental certification in 2024</p> 	<p>VALORISATION DU BOIS DE VIGNES</p> 	<p>1^{ÈRE} RÉGION VITICOLE AU MONDE À CALCULER SON EMPREINTE CARBONE</p> 	<p>RECHERCHE SUR DES NOUVEAUX CÉPAGES ADAPTÉS AU CHANGEMENT CLIMATIQUE</p> 
<p>QUASI-SUPPRESSION DES INSECTICIDES AU PROFIT DE MÉTHODES DE CONFUSION SEXUELLES</p> 	<p>ÉCOCONCEPTION DES EMBALLAGES</p> 	<p>-20% D'EMPREINTE CARBONE PAR BOUTEILLE</p> 	<p>INSCRIPTION AU PATRIMOINE MONDIAL DE L'HUMANITÉ PAR L'UNESCO</p> 



LAURENT-PERRIER'S ENVIRONMENTAL COMMITMENTS AND THOSE OF THE SECTOR



UNE FILIÈRE ENGAGÉE DANS LE DÉVELOPPEMENT DURABLE

RÉSULTATS

DES 15 DERNIÈRES ANNÉES



-20 % d'empreinte carbone
par bouteille



-50 % de produits
phytosanitaires et engrais azotés



+ de 90 % des déchets industriels
traités et valorisés

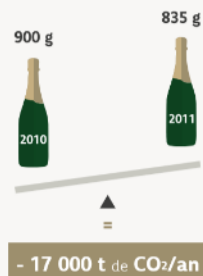


100 % des effluents vinicoles
& sous-produits valorisés



x2 des surfaces enherbées

ALLÈGEMENT
DE LA BOUTEILLE



CERTIFICATIONS
ENVIRONNEMENTALES

+ de 70 % de surfaces
sous **certifications**
environnementales

RÉGION PIONNIÈRE



1^{er} vignoble de France pour
la confusion sexuelle*

*résultant en la quasi-suppression
de traitements insecticides



1^{er} parc de
tracteurs enjambeurs
et robots électriques



1^{er} Bilan Carbone
d'une filière viticole,
dès 2003



1^{ère} région à intégrer une
nouvelle variété résistante à
son cahier des charges à titre
expérimental (VIFA)



En 2017, la Champagne
expérimente la **première route**
de fret transatlantique
à la voile



100 % DU VIGNOBLE EXPLOITÉ PAR LAURENT-PERRIER
est certifié Viticulture Durable en Champagne

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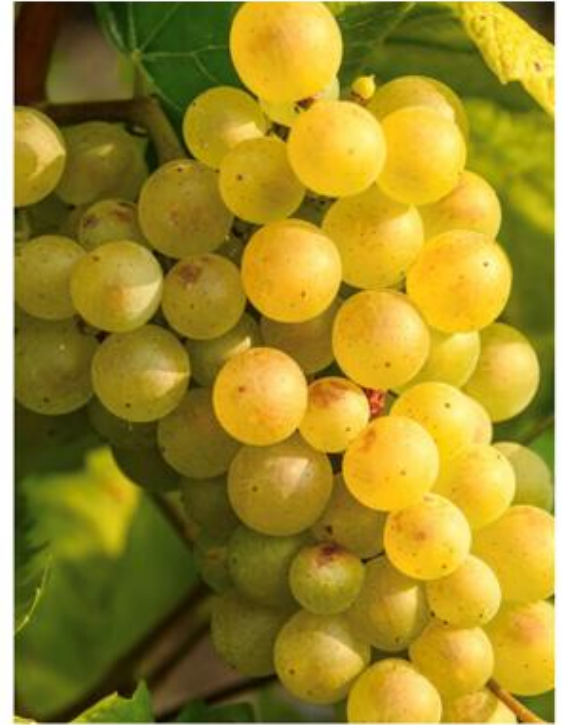
OUR THREE AREAS OF EXPERTISE



Blending reserve wines



Maceration



Zero dosage



Blending reserve wines




Maceration




Zero dosage

INTERNATIONAL MEDIA INVESTMENTS TO STRENGTHEN BRAND AWARENESS



Laurent-Perrier
Cuvée Rosé, chosen by the best.



*Nobu Hotel London
Portman Square*

CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812

This Rosé is crafted from the best Pinot Noir grapes, closely monitored from the harvest to the sparkling. Best years for best cellars.

be.drinkaware.co.uk



Laurent-Perrier
Blanc de Blancs. Chosen by the best.




*The Savoy
London*

CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812


Our Blanc de Blancs Rosé Reserve is crafted to our cellars from exceptional Chardonnay reserves, which we allow to evolve in time.

Imported by Laurent-Perrier US - www.laurent-perrier.com

PLEASE ENJOY CHAMPAGNE RESPONSIBLY



Laurent-Perrier
Héritage. Chosen by the best.



Alinea, Chicago

Join Laurent-Perrier as we toast Chef Alton and the Alinea team at their residency at The Maybourne Beverly Hills in celebration of their 20th anniversary from July 23rd-August 20th

ALINEA

CHAMPAGNE
Laurent-Perrier
MAISON FONDÉE
1812

Imported by Laurent-Perrier US - www.laurent-perrier.com

PLEASE ENJOY CHAMPAGNE RESPONSIBLY



NEW INTERNATIONAL GRAND SIÈCLE CAMPAIGN



INVESTMENTS TO ENHANCE THE BRAND'S DIGITAL VISIBILITY

- ✓ Strengthening AI-based research



- ✓ Continuing existing communication investments via social media



POINT-OF-SALE VISIBILITY INITIATIVES



Showcase - Spain



Showcase - Italy



Showcase - Switzerland



PARTICIPATION IN PRESTIGIOUS EVENTS



*Gault & Millau Awards Ceremony
November 2025*



*Taste of Paris
May 2025*



HOSTING NUMEROUS MASTERCLASSES



Masterclass USA



Masterclass USA



Masterclass UK



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OBJECTIVES

LAURENT-PERRIER GROUP

- ✓ Constantly improve the quality of our wines
- ✓ Develop excellence across our core areas of expertise
- ✓ Strengthen investment in Laurent-Perrier brand awareness and visibility
- ✓ Continue the Group's and the sector's increased efforts regarding environmental impact
- ✓ Strengthen the Group's independence



OUTLOOK

LAURENT-PERRIER GROUP

The results published for the first half-year cannot be extrapolated to the full 2025–2026 financial year.

Indeed, the geopolitical context and the economic situation in several key markets call for great caution regarding expectations for the coming months.

The Laurent-Perrier Group continues, with vigilance and confidence, to implement its business plan and maintains the course of its value-driven strategy, built on four pillars:

- ✓ A single business: The production and sale of top-of-the-range Champagnes
- ✓ High-quality sourcing based on partnership policies
- ✓ A portfolio of strong, complimentary brands
- ✓ A well-managed global distribution network





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