



**CORBY SPIRIT AND
WINE LIMITED**

A leading Canadian Manufacturer and Marketer of Spirits
and Manufacturer, Marketer and Importer of Wines since 1859

Notice of Annual Meeting of Shareholders and Management Proxy Circular

(for the fiscal year ended June 30, 2023)

Dear Shareholder,

On behalf of the Board of Directors and management, we are pleased to invite you to attend the Annual Meeting of Shareholders of Corby Spirit and Wine Limited, which will be held on Wednesday, November 8, 2023, at 11:00 a.m. (Toronto time), at McCarthy Tétrault LLP, 66 Wellington Street West, Suite 5300, Toronto, Ontario, Canada.

The items of business to be acted upon are set forth in the accompanying Notice of Meeting and the Management Proxy Circular.

Following the meeting you will have an opportunity to meet your directors and the executives of Corby Spirit and Wine Limited.

Thank you for your continued confidence in Corby Spirit and Wine Limited. We look forward to your attendance at this year's meeting.

Sincerely yours,



Nicolas Krantz
President & Chief Executive Officer

September 25, 2023

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

NOTICE IS HEREBY GIVEN that the annual meeting of shareholders (the “Meeting”) of Corby Spirit and Wine Limited (the “Corporation”) will be held on Wednesday, November 8, 2023 at 11:00 a.m. (Toronto time) at McCarthy Tétrault LLP, 66 Wellington Street West, Suite 5300, Toronto, Ontario, Canada for the following purposes:

1. to receive the consolidated financial statements of the Corporation for the fiscal year ended June 30, 2023, together with the report of the external auditors’ thereon;
2. to elect the directors of the Corporation;
3. to appoint the external auditors of the Corporation for fiscal year 2024 at a remuneration to be fixed by the Board of Directors of the Corporation;
4. to transact such other business as may properly be brought before the Meeting or any adjournment thereof.

A copy of the Management Proxy Circular and form of proxy accompany this Notice.

Registered voting class A shareholders (“Voting Class A shareholders”) and duly appointed proxyholders will be able to attend the Meeting, ask questions and vote. Non-registered Voting Class A shareholders who have not duly appointed themselves as a proxyholder will be able to attend the Meeting as guests but will not be able to ask questions or vote at the Meeting. Non-Voting Class B shareholders can attend the Meeting as a guest but will not be able to ask questions or vote at the Meeting.

A Voting Class A shareholder who wishes to appoint a person other than the management nominees identified on the form of proxy or voting instruction form (including a non-registered voting shareholder who wishes to appoint themselves to attend) must carefully follow the instructions in the Management Proxy Circular and on their form of proxy or voting instruction form.

If unable to attend the Meeting, a registered Voting Class A shareholder may submit his or her proxy by mail, by facsimile, by telephone or over the internet in accordance with the instructions below.

A non-registered Voting Class A shareholder should follow the instructions included on the voting instruction form provided by his or her intermediary.

Voting by Mail Before the Meeting. A registered Voting Class A shareholder may submit his or her proxy by mail by completing, dating and signing the enclosed form of proxy and returning it using the envelope provided or otherwise to the attention of the Proxy Department of Computershare Investor Services Inc. at 100 University Avenue, 8th Floor, North Tower, Toronto, Ontario, M5J 2Y1.

Voting by Facsimile Before the Meeting. A registered Voting Class A shareholder may submit his or her proxy by facsimile by completing, dating and signing the enclosed form of proxy and returning it by facsimile to Computershare Investor Services Inc. at (416) 263-9524 or toll free (within North America) at (866) 249-7775.

Voting by Telephone Before the Meeting. A registered Voting Class A shareholder may vote by telephone by calling toll free 1-866-732-VOTE (8683) or from outside of North America by calling (312) 588-4290 and following the instructions provided. Shareholders will require the 15-digit control number (located on the front of the proxy) to identify themselves to the system.

To be effective, a proxy must be received by Computershare Investor Services Inc. no later than 11:00 a.m. (Toronto time) on November 6, 2023, or, if the Meeting is adjourned, 48 hours (Saturdays, Sundays and holidays excepted) prior to the time of holding the Meeting.

BY ORDER OF THE BOARD OF DIRECTORS

Marc A. Valencia
General Counsel, Corporate Secretary & Vice-President, Public Affairs

A handwritten signature in black ink, appearing to read 'M. Valencia', written in a cursive style.

Toronto, Ontario
September 25, 2023

YOUR VOTE IS IMPORTANT

Voting Class A shareholders of record at the close of business on September 15, 2023, are entitled to vote at the Meeting. It is important that as many shares as possible be represented and voted at the Meeting. Voting Class A shareholders who are unable to attend the Meeting online are respectfully requested to complete and return the enclosed form of proxy in the envelope provided for that purpose prior to 11:00 a.m. (Toronto time) on November 6, 2023. You may also vote by facsimile, telephone or via the internet. Please see instructions on your form of proxy.

MANAGEMENT PROXY CIRCULAR

Solicitation of Proxies

This Management Proxy Circular is sent in connection with the solicitation of proxies by the management of Corby Spirit and Wine Limited (the “Corporation” or “Corby”) for use at its Annual Meeting of Shareholders (the “Meeting”) of the Corporation to be held on Wednesday, November 8, 2023 at 11:00 a.m. (Toronto time) at McCarthy Tétrault LLP, 66 Wellington Street West, Suite 5300, Toronto, Ontario, Canada, and for the purposes set forth in the Notice of Meeting accompanying this Management Proxy Circular or any adjournment thereof. Except as otherwise stated, the information herein is given as of September 25, 2023. The cost of solicitation will be borne by the Corporation. The solicitation of proxies will be by mail.

Appointment of Proxies

A registered shareholder of Voting Class A Common Shares (“Voting Class A Shareholder”) entitled to vote at the Meeting has the right to appoint a person (who need not be a Voting Class A shareholder of the Corporation), other than management’s nominees whose names are printed in the accompanying form of proxy, to attend and act for the registered Voting Class A shareholder and on the registered shareholder’s behalf at the Meeting or any adjournment thereof, which right may be exercised by striking out the names of the persons designated and by inserting such other person’s name in the blank space provided for that purpose in the form of proxy.

Revocation of Proxies

A registered Voting Class A shareholder who executes and returns the accompanying form of proxy, in addition to revocation in any other manner permitted by law, may revoke it by instrument in writing executed by the registered Voting Class A shareholder or by his or her attorney authorized in writing or, if the registered Voting Class A shareholder is a body corporate, under its corporate seal or by an officer or attorney thereof duly authorized. Such instrument must be deposited either at the registered office of the Corporation, 225 King Street West, Suite 1100, Toronto, Ontario M5V 3M2, at any time up to and including the last business days preceding the day of the Meeting, or any adjournment thereof, at which the proxy is to be used, or with the chair of the meeting on the day of the meeting or any adjournment thereof.

Voting by Non-Registered Voting Class A Shareholders

You are a non-registered Voting Class A shareholder if your voting shares are held in the name of an intermediary, such as a bank, trust company or securities broker. Generally, your intermediary will provide you with a voting instruction form or a proxy form. You should follow the voting instructions provided by your intermediary. If you wish to vote at the Meeting, you must insert your own name in the space provided for the appointment of a proxyholder on the form provided by your intermediary and return same according to the instructions provided. Non-registered Voting Class A shareholders who have not objected to their intermediary disclosing ownership information about them to the Corporation are referred to as “NOBOs” and will receive copies of proxy related materials directly from the Corporation in accordance with National Instrument 54-101 – Communication with Beneficial Owners of Securities of a Reporting Issuer whereas non-registered Voting Class A shareholders who have objected to their intermediary disclosing ownership information about them to the Corporation are referred to as “OBOs”. The Corporation does not intend to pay for an intermediary to deliver to OBOs the proxy-related materials and Form 54-101F7 – *Request for Voting Instructions made by Intermediary* and OBOs will not receive the materials unless their intermediary assumes the costs of delivery.

Voting of Shares Represented by Management Proxy

Voting Class A Common Shares represented by proxies in the accompanying form of proxy will be voted in favour or withheld from voting or voted against any matter to be acted on at the Meeting in accordance with the instructions of the shareholder on any ballot that may be called for and, if the shareholder specifies a choice with respect to any matter to be acted upon, the Voting Class A Common Shares will be voted accordingly.

If no contrary instruction is specified, such shares will be voted for the election as directors of the persons named and for the appointment as auditors of the firm named, under the headings “Election of the Board of Directors” and “Appointment of the External Auditors”, respectively.

The form of proxy also confers discretionary voting authority on those persons designated therein with respect to amendments to the proposals identified in the Notice of Meeting and with respect to other matters which may properly come before the Meeting. If such amendments or other matters properly come before the Meeting, the management nominees designated in such form of proxy will vote the Voting Class A Common Shares represented thereby at their discretion, in respect of such amendments or other matters.

VOTING BEFORE THE MEETING

Voting by Mail Before the Meeting. A registered Voting Class A shareholder may submit his or her proxy by mail by completing, dating and signing the enclosed form of proxy and returning it using the envelope provided or otherwise to the attention of the Proxy Department of Computershare Investor Services Inc. (“Computershare”) at 100 University Avenue, 8th Floor, North Tower, Toronto, Ontario, M5J 2Y1.

Voting by Facsimile Before the Meeting. A registered Voting Class A shareholder may submit his or her proxy by facsimile by completing, dating and signing the enclosed form of proxy and returning it by facsimile to Computershare Investor Services Inc. at (416) 263-9524 or toll free (within North America) at (866) 249-7775.

Voting by Telephone Before the Meeting. A registered Voting Class A shareholder may vote by telephone by calling toll free 1-866-732-VOTE (8683) or from outside of North America by calling (312) 588-4290 and following the instructions provided (located on the front of the proxy) to identify themselves to the system.

Voting by Internet Before the Meeting. A registered Voting Class A shareholder may vote over the internet by going to www.investorvote.com and following the instructions. Such Voting Class A shareholder will require a control number (located on the front of the proxy) to identify them self to the system.

To be effective, a proxy must be received by Computershare no later than 11:00 a.m. (Toronto time) on November 6, 2023 or, if the Meeting is adjourned, 48 hours (Saturdays, Sundays and holidays excepted) prior to the time of holding the Meeting.

VOTING AT THE MEETING

General

Registered Voting Class A shareholders may vote at the Meeting by attending the Meeting in person.

Non-registered Voting Class A shareholders who have not duly appointed themselves as proxyholder will not be able to vote at the Meeting but will be able to attend as a guest but will not be able to ask questions or vote at the Meeting. This is because the Corporation and its transfer agent do not have a record of the non-registered shareholders, and, as a result, will have no knowledge of your shareholdings or entitlement to vote unless you appoint yourself as proxyholder.

If you are a non-registered Voting Class A shareholder and wish to vote at the Meeting, you have to appoint yourself as proxyholder by inserting your own name in the space provided on the voting instruction form sent to you and you must follow all of the applicable instructions, including the deadline, provided by your intermediary. See “Appointment of a Third Party as Proxy” below.

If you are a U.S. beneficial Voting Class A shareholder, to attend and vote at the Meeting, you must first obtain a valid legal proxy from your broker, bank or other agent and then register in advance to attend the Meeting. Follow the instructions from your broker or bank included with these proxy materials or contact your broker or bank to request a legal proxy form. After first obtaining a valid legal proxy from your broker, bank or other agent, to then register to attend the Meeting, you must submit a copy of your legal proxy to Computershare. Requests for registration should be directed by mail to the attention of the Proxy Department of Computershare Investor Services Inc. at 100 University Avenue, 8th Floor, North Tower, Toronto, Ontario, M5J 2Y1 or by email at uslegalproxy@computershare.com. Requests for registration must be labeled as “Legal Proxy” and be received no

later than November 6, 2023, by 11:00 a.m. (Toronto time). You will receive a confirmation of your registration by email after Computershare receives your registration materials. Please note that you are also required to register your appointment at <http://www.computershare.com/corby>.

Appointment of a Third Party as Proxy

The following applies to Voting Class A shareholders who wish to appoint someone as their proxyholder other than the management nominees named in the form of proxy or voting instruction form. This includes non-registered Voting Class A shareholders who wish to appoint themselves as proxyholder to attend, participate or vote at the Meeting.

Voting Class A shareholders who wish to appoint someone other than the management nominees as their proxyholder to attend and participate at the Meeting as their proxy and vote their Common Shares MUST submit their form of proxy or voting instruction form, as applicable, appointing that person as proxyholder by completing, dating and signing the proxy and returning it to the Corporation's transfer agent, Computershare Trust Corporation of Canada ("Computershare"), by fax within North America at 1-866-249-7775, outside North America at (416) 263-9524, or by mail to the 8th Floor, 100 University Avenue, Toronto, Ontario, M5J 2Y1 no later than November 6, 2023 by 11:00 a.m. (Toronto time).

If you are a non-registered Voting Class A shareholder and wish to vote at the Meeting, you have to insert your own name in the space provided on the voting instruction form sent to you by your intermediary, follow all of the applicable instructions provided by your intermediary AND register yourself as your proxyholder, as described below. By doing so, you are instructing your intermediary to appoint you as proxyholder. It is important that you comply with the signature and return instructions provided by your intermediary.

VOTING SHARES AND PRINCIPAL HOLDERS THEREOF

As of the date hereof, there are 24,274,320 Voting Class A Common Shares, without nominal or par value, of the Corporation issued and outstanding, such shares being the only shares of the Corporation entitled to be voted at the Meeting. The Board of Directors of the Corporation (the "Board" or "Board of Directors") has fixed September 15, 2023, as the record date (the "Record Date") for the purpose of determining registered shareholders entitled to receive notice of the Meeting. Each registered shareholder is entitled to one vote for each Voting Class A Common Share held. Entitlement to vote is determined by reference to registration of the registered holder of Voting Class A Common Shares as at the Record Date.

For information relating to the non-voting class B common shares of the Corporation, please see the section entitled "Capital Structure – Voting Class A Common Shares and Non-Voting Class B Common Shares" in the Corporation's 2023 Annual Information Form dated September 25, 2023, a copy of which is available on the Corporation's SEDAR+ profile at www.sedarplus.ca.

To the knowledge of the directors and officers of the Corporation, as of the date hereof, Hiram Walker & Sons Limited beneficially owns or exercises control or direction over shares carrying more than 10% of the voting rights attached to the Voting Class A Common Shares of the Corporation, owning 12,527,664 shares, representing 51.61% of the issued and outstanding Voting Class A Common Shares of the Corporation.

BUSINESS TO BE TRANSACTED AT THE MEETING

The following business will be transacted at the Meeting:

1. FINANCIAL STATEMENTS

Management will present the audited consolidated financial results at the Meeting and shareholders will be given an opportunity to discuss these results with management.

2. ELECTION OF THE BOARD OF DIRECTORS

Nine nominee directors are proposed for election to the Board of Directors of the Corporation. Shareholders may vote for or against each nominee proposed for election to the Board of Directors.

3. APPOINTMENT OF EXTERNAL AUDITORS

The Board of Directors recommends the appointment of KPMG LLP as the Corporation's external auditors. Shareholders may vote on the appointment of the external auditors at a remuneration to be fixed by the Board of Directors.

FINANCIAL STATEMENTS

The Corporation's audited consolidated financial statements for the fiscal year ended June 30, 2023, and the external auditor's report thereon are included in the Corporation's 2023 Annual Report, which has been mailed to those shareholders who requested a copy. The financial statements are also available on SEDAR+ at www.sedarplus.ca and at www.corby.ca. No formal action is required or proposed to be taken at the Meeting with respect to the financial statements.

ELECTION OF THE BOARD OF DIRECTORS

Shareholders will be asked to vote for or against the election of each of the nominees to the Board of Directors. The nine nominees proposed for election are listed under the heading "Nominees for Election to the Board of Directors" beginning on page 12. The persons named in the accompanying form of proxy will, unless otherwise instructed, vote in favour of the election of each of the nominees listed below. Management of the Corporation does not contemplate that any of the nominees will be unable or, for any reason, unwilling to serve as a director but, if that should occur for any reason prior to the Meeting, the persons named in the accompanying form of proxy reserve the right to vote for another nominee in their discretion. Each director will hold office until the next annual meeting of shareholders or until the election of his or her successor, unless he or she shall resign or his or her office becomes vacant by death, removal, or other circumstance. More detailed information regarding the election of directors is set out under the heading "Proposed Nominees" on page 11.

Skills

Each director has experience in leadership and strategic planning and collectively, they hold the skills and expertise that enable the Board to carry out its responsibilities. The skills matrix set out below is used to assess the Board's overall strength and to assist in the Board's ongoing renewal process, which balances the need for experience and knowledge of the Corporation's business with the benefit of board renewal and diversity. Although the directors have an extensiveness of experience in many areas, the skills matrix lists 10 important qualifications.

SKILLS	McCarthy	Alonso	Boulay	Di Clemente	Krantz	Montoya	Nielsen	Reidel	Thompson
Executive Leadership/ Strategic Planning	✓	✓	✓	✓	✓	✓	✓	✓	✓
Retail/Consumer/Marketing		✓	✓	✓	✓		✓		
Accounting and Financial Reporting	✓	✓	✓	✓	✓	✓	✓	✓	✓
US/International Market	✓	✓	✓	✓	✓	✓	✓		✓
HR/Compensation	✓		✓	✓	✓	✓	✓	✓	
Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓
Digitalization and Technology	✓	✓		✓	✓		✓		
Supply Chain Distribution	✓	✓		✓	✓		✓		
Legal			✓						✓
Risk Management	✓	✓	✓	✓	✓	✓	✓	✓	✓

Director Tenure

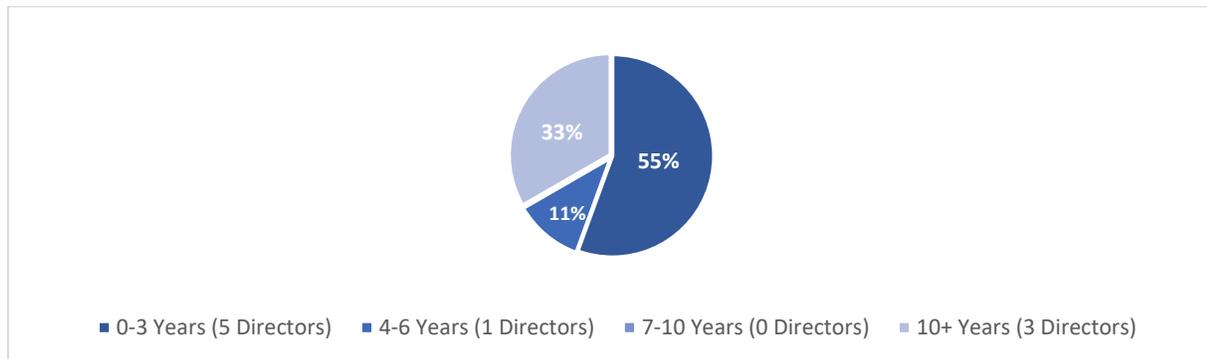
The Corporation has not adopted a policy imposing an arbitrary term or retirement age limit for Directors of the Corporation because it believes that term limits have the potential to result in the loss of directors who have essential skill sets or high-performing directors, based solely on tenure or age.

As an alternative, the Corporate Governance & Nominating Committee (“CG&NC”) conducts:

1. annual evaluations on the effectiveness of each of the Board and its Committees; and
2. informal bi-annual evaluations, whereby each individual director is required to solicit feedback regarding director contribution, skill set and expertise.

In summary, the CG&NC undertakes a review of the composition of the Board, the performance of the individual directors and the mandate and composition of the Committees of the Board. Recommendations for changes, if any, are established and discussed with the Chair of the CG&NC and the Board. The Board believes this process, which began in 2008, has worked well and has resulted in governance that has been effective to guide the changing nature of the business.

The following graph illustrates director tenure at the end of the fiscal year, as categorized by the applicable time periods set out below:



The CG&NC believes that the Board is composed of directors with an appropriate range of tenure, in addition to a breadth of age, skills, expertise and experience, to ensure that the Board can carry out its responsibilities effectively.

Our Commitment to Diversity

The Corporation values diversity of views, experience, skill sets, gender and ethnicity and believes attracting and retaining the best talent requires considering a diverse set of skills and backgrounds. The Board is committed to diversity and inclusion at all levels.

The Corporation does not have specific targets or policies regarding the identification and nomination of women, Aboriginal peoples, persons with disabilities or members of visible minorities (collectively, the “**Designated Groups**”) on the Board or in executive officer positions but focuses instead on choosing the most appropriate candidate for the position. However, in assessing the appropriateness of candidates for Board and executive officer appointments, the Corporation considers diversity as an important quality in the overall assessment process and the level of representation of Designated Groups on the Board and in executive officer positions is one of several factors considered.

The Corporation is committed to ensuring that it attracts and retains the most highly qualified and experienced directors and executive officers and recognizes that the level of representation of Designated Groups is an important consideration in creating and maintaining an effective Board and senior management team.

This year, women comprised 89 of 174 (or 51%) of the Corporation’s workforce, 4 of 9 (or 44%) of the director nominees are women, and 4 of 10 (or 40%) of senior management are women. 1 of 9 (or 11%) of the directors identify as members of visible minorities; and 2 of 10 (or 20%) of senior management identify as members of visible minorities and none (or 0%) of the directors or senior management identify as Aboriginal peoples, or persons with disabilities. The Corporation is committed to being an organization with exceptional workplace diversity and inclusiveness programs. The Corporation places great importance on creating a diverse pipeline of talent and has established a number of different initiatives, including a balance and inclusiveness committee, to support this objective to ensure that the Corporation’s rich and diverse talent pool is supported and provided opportunities to grow their careers to the highest levels within the organization.

Majority Voting

In accordance with the *Canada Business Corporations Act*, in an uncontested election, where there is only one candidate nominated for each position available on the Board, each candidate is elected only if the number of votes cast in their favour represents a majority of the votes cast for and against them by the shareholders who are present in person or represented by proxy. If an incumbent director is not elected, the director may continue in office until the earlier of (i) the 90th day after the day of the election; and (ii) the day on which their successor is appointed or elected.

Voting Results from the 2022 Annual Meeting of Shareholders

The voting results for the election of Directors at the Corporation’s 2022 Annual Meeting of the Shareholders held on November 9, 2022 are as follows:

Nominee	Votes For		Votes Withheld	
Claude Boulay	15,336,070	89.66%	1,767,958	10.34%
Lani Montoya	13,730,517	80.28%	3,373,511	19.72%
Nicolas Krantz	15,431,454	90.22%	1,672,574	9.78%
Helga Reidel	16,982,002	99.29%	122,026	0.71%
Lucio Di Clemente	17,020,452	99.51%	83,576	0.49%
Juan Alonso	13,962,754	81.63%	3,141,274	18.37%
George F. McCarthy	16,940,411	99.04%	163,617	0.96%
Patricia L. Nielsen	15,464,531	90.41%	1,639,497	9.59%
Kate Thompson	15,318,728	89.56%	1,785,300	10.44%

Proposed Nominees

The articles of the Corporation currently provide that the Board of Directors shall consist of a minimum of five and a maximum of fifteen directors who are to be elected annually. The Board has fixed at nine the number of directors to be elected at the Meeting. It is proposed to nominate for election as directors of the Corporation the nine persons listed below for the Board of Directors. All nominees are currently directors of the Corporation.

The table below provides information about the nominees, including their background experience, meeting attendance, outside public boards on which they sit, and securities of the Corporation held. For further information relating to the current directors, please see the section entitled “Directors and Officers” in the Corporation’s 2023 Annual Information Form.

NOMINEES FOR ELECTION TO THE BOARD OF DIRECTORS



George F. McCarthy

Connecticut, United States of America

Age: 86

Director since 1993

Mr. George McCarthy has been the Chair of the Board of Directors of Corby since 1999.

Board/Committee Membership	Attendance	Attendance (Total)
Board (Chair)	9/9	22/22 (100%)
Audit Committee	4/4	
Corporate Governance & Nominating Committee	3/3	
Independent Committee	6/6	

Equity Ownership

Year	Voting Class A Common Shares	Market Value of Equity Holdings ⁽¹⁾
August 31, 2023	36,302	\$553,242
August 31, 2022	33,614	\$596,985

Other Public Board Memberships

None



Juan Alonso

Toronto, Canada

Age: 47

Director since 2022

Mr. Juan Alonso is Vice President and Chief Financial Officer of Corby. He was Chief Financial Officer, at Pernod Ricard South Latam (Sao Paulo, Brazil) from 2016 to 2022 and Vice President of Finance and Supply Chain of Pernod Ricard Americas Travel Retail from 2013 to 2016.

Board/Committee Membership	Attendance	Attendance (Total)
Board	9/9	13/13 (100%)
Corporate Governance & Nominating Committee	3/3	
Retirement Committee	1/1	

Equity Ownership

Year	Voting Class A Common Shares	Market Value of Equity Holdings ⁽¹⁾
August 31, 2023	1,172	\$17,861
August 31, 2022	0	\$0

Other Public Board Memberships

None



Claude Boulay

Québec, Canada

Age: 61

Director since 2008

Dr. Claude Boulay (Doctor of Law) has been a private practice attorney since 1984 and external legal counsel of many subsidiaries of the Pernod Ricard Group since 1996. He is also Director of Pernod Ricard Canada Ltd. and Director of Hiram Walker & Sons Limited, Gooderham & Worts Ltd., Pernod Ricard Canada Holding Corporation, and West Indies Holding Limited.

Board/Committee Membership	Attendance	Attendance (Total)
Board	9/9	10/10 (100%)
Retirement Committee	1/1	

Equity Ownership		
Year	Voting Class A Common Shares	Market Value of Equity Holdings ⁽¹⁾
August 31, 2023	0*	\$0
August 31, 2022	0*	\$0

Other Public Board Memberships
None



Lucio Di Clemente⁽²⁾

Toronto, Canada

Age: 65

Director since 2022

Mr. Lucio Di Clemente is a corporate director. He has chaired and served on numerous boards including public and private companies as well as charitable institutions, has mergers and acquisitions and capital markets experience and holds an ICD.D designation as a professional corporate director. In 2009 he became a director at Chemtrade Logistics Inc. and is currently their Corporate Governance & Compensation Committee Chair.

Board/Committee Membership	Attendance	Attendance (Total)
Board	7/7	15/15
Audit Committee	2/2	
Independent Committee	5/5	
Management Resources Committee (Chair)	1/1	

Equity Ownership		
Year	Voting Class A Common Shares	Market Value of Equity Holdings ⁽¹⁾
August 31, 2023	620	\$9,449
August 31, 2022	N/A	\$0

Other Public Board Memberships
Chemtrade Logistics Inc. Corporate Governance & Compensation Committee Chair and member of the Audit Committee.



Nicolas Krantz

Ontario, Canada

Age: 52

Director since 2020

Mr. Nicolas Krantz is President and Chief Executive Officer of Corby. He was Chief Executive Officer, Pernod Ricard Winemakers from 2017 to 2020 and Chief Financial Officer, EMEA & LATAM HQ from 2012 to 2017.

Board/Committee Membership	Attendance	Attendance (Total)
Board	9/9	10/10 (100%)
Retirement Committee (Chair)	1/1	

Equity Ownership		
Year	Voting Class A Common Shares	Market Value of Equity Holdings ⁽¹⁾
August 31, 2023	4,647	\$70,820
August 31, 2022	2,605	\$46,265

Other Public Board Memberships
None



Lani Montoya

New Jersey, U.S.A.

Age: 50

Director since 2021

Ms. Lani Montoya is Senior Vice President, Human Resources, Pernod Ricard North America. She was Director, Global Talent Management, Diversity & Inclusion, Pernod Ricard S.A. from 2017 to 2021, as well as Human Resources Director, Pernod Ricard North America Travel Retail from 2010 to 2017.

Board/Committee Membership	Attendance	Attendance (Total)
Board	7/9	13/15 (87%)
Audit Committee	4/4	
Management Resources Committee	2/2	

Equity Ownership		
Year	Voting Class A Common Shares	Market Value of Equity Holdings ⁽¹⁾
August 31, 2023	0*	\$0
August 31, 2022	0*	\$0

Other Public Board Memberships
None



Patricia L. Nielsen

Ontario, Canada

Age: 68

Director since 2000

Ms. Patricia Nielsen is a corporate director. She was President and Chief Executive Officer of Canadian Automobile Association, Niagara from 2006 to 2015.

Board/Committee Membership	Attendance	Attendance (Total)
Board	9/9	22/22 (100%)
Audit Committee	4/4	
Corporate Governance & Nominating Committee (Chair)	3/3	
Independent Committee (Chair)	6/6	

Equity Ownership		
Year	Voting Class A Common Shares	Market Value of Equity Holdings ⁽¹⁾
August 31, 2023	28,301	\$431,307
August 31, 2022	27,514	\$488,649

Other Public Board Memberships
None

Helga Reidel

Ontario, Canada

Age: 63

Director since 2021

Ms. Helga Reidel is a corporate director. She was President and Chief Executive Officer of Enwin Utilities Ltd from 2016 to 2022. She was Chief Administrative Officer for the Corporation of the City of Windsor from 2009 to 2016. Ms. Reidel is a Chartered Professional Accountant/Chartered Accountant, having earned the designation of Fellow Chartered Professional Accountant (FCPA) and Fellow Chartered Accountant (FCA). Ms. Reidel graduated from the University of Windsor, with a Bachelor of Commerce (Honours) and a Bachelor of Education. Additionally, Ms. Reidel holds the designation of ICD.D from the Institute of Corporate Directors.

Board/Committee Membership	Attendance	Attendance (Total)
Board	9/9	25/25 (100%)
Audit Committee (Chair)	4/4	
Corporate Governance & Nominating Committee	3/3	
Independent Committee	6/6	
Management Resources Committee	2/2	
Retirement Committee	1/1	

Equity Ownership		
Year	Voting Class A Common Shares	Market Value of Equity Holdings ⁽¹⁾
August 31, 2023	1,519	\$23,150
August 31, 2022	679	\$12,059

Other Public Board Memberships
Hydro One Member of the Audit Committee and Human Resources Committee



Kate Thompson

Surrey, U.K.

Age: 52

Director since 2017

Ms. Kate Thompson is General Counsel for Chivas Brothers Ltd. She was Legal Director for Pernod Ricard EMEA and LATAM from 2016 to 2018 and Legal, Corporate Affairs and Communications Director of Pernod Ricard Winemakers Pty Ltd. from 2010 to 2016, as well as Company Secretary from 2007 to 2016.

Board/Committee Membership	Attendance	Attendance (Total)
Board	9/9	12/12 (100%)
Corporate Governance & Nominating Committee	3/3	

Equity Ownership		
Year	Voting Class A Common Shares	Market Value of Equity Holdings ⁽¹⁾
August 31, 2023	0*	\$0
August 31, 2022	0*	\$0

Other Public Board Memberships
None

* Directors of the Corporation who are nominees of Pernod Ricard S.A. or its affiliates (being Mmes. Montoya and Thompson and Dr. Boulay) hold no shares in the capital of Corby.

⁽¹⁾ "Market Value of Equity Holdings" for directors is calculated for 2022 based on the closing price of the Voting Class A Common Shares on the Toronto Stock Exchange (the "TSX") on August 31, 2023, which was \$15.24. The Market Value of Equity Holdings for 2022 is based on the closing price of the Voting Class A Common Shares on the TSX on August 31, 2022, which was \$17.76.

⁽²⁾ Mr. Lucio Di Clemente was appointed as director of the Corporation, following Mr. Lussier's resignation, effective November 8, 2022.

The information as to the Voting Class A Common Shares of the Corporation beneficially owned or over which control or direction is exercised has been furnished by the respective nominees, each of whom has advised that he or she does not beneficially own, directly or indirectly, or exercise control or direction over any Non-Voting Class B Common Shares of the Corporation.

ADDITIONAL DISCLOSURE RELATING TO DIRECTORS

Cease Trade Orders

To the knowledge of the Corporation, no proposed director or executive officer of the Corporation is, or within the last 10 years before the date hereof has been, a director, chief executive officer or chief financial officer of any company that: (a) while that person was acting in that capacity, was the subject of a cease trade order or similar order or an order that denied the company access to any exemption under securities legislation, in each case for a period of more than 30 consecutive days, or (b) was subject to a cease trade order or similar order or an order that denied the company access to any exemption under securities legislation, for a period of more than 30 consecutive days, that was issued after that person ceased to be a director, chief executive officer or chief financial officer, but which resulted from an event that occurred while that person was acting in that capacity.

Bankruptcy

To the knowledge of the Corporation, no proposed director or executive officer of the Corporation: (a) is, or has been within the last 10 years before the date hereof, a director or executive officer of any company that, while that person was acting in that capacity, or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or

had a receiver, receiver manager or trustee appointed to hold its assets; or (b) has within the last 10 years, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or became subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold his or her assets.

Sanctions

To the knowledge of the Corporation, no proposed director or executive officer or a personal holding company of any director or executive officer of the Corporation has ever been subject to: (a) any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement agreement with a securities regulatory authority; or (b) any other penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable securityholder in deciding whether to vote for a proposed director.

Interests in Material Transactions

From time to time, the Corporation enters into transactions with its ultimate parent, Pernod Ricard S.A. and its affiliates. Certain directors of the Corporation are nominees, directors and/or officers of Pernod Ricard and its affiliates as indicated in their biographies set forth herein. Transactions with Pernod Ricard and its affiliates are approved by the Corporation's Independent Committee ("IC"). For more information, see "Independent Committee" under "Committees of the Board" in "Appendix B – Statement of Corporate Governance Practices" and "Related Party Transactions" in the Corporation's 2023 Annual Information Form.

OUR APPROACH TO GOVERNANCE

The Board has general oversight responsibility for the Corporation's affairs. Although the Board does not have responsibility for day-to-day management of the Corporation, Board members stay informed about the Corporation's business through regular meetings, site visits and other periodic interactions with management. The Board is involved in the Corporation's strategic planning process. The Board also plays an important oversight role in the Corporation's leadership development, succession planning and risk management processes.

The Board has established five standing committees to assist with its oversight responsibilities: (1) Audit Committee; (2) CG&NC; (3) IC; (4) Retirement Committee; and (5) Management Resources Committee ("MRC"). Each of the Audit Committee, the MRC, the CG&NC is comprised of a majority of independent directors. This composition of our Board helps to ensure that boardroom discussions reflect the views of management, our independent directors and our shareholders.

The table below identifies the number of meetings held by each standing committee in fiscal 2023.

Attendance of Directors in fiscal 2023 Board and Committee Meetings

Director	Board (9 meetings)	Audit (4 meetings)	Corporate Governance & Nominating (3 meetings)	Independent (6 meetings)	Management Resources (2 meetings)	Retirement (1 meeting)	Overall Attendance
J. Alonso	9/9	–	3/3	–	–	1/1	13/13
C. Boulay	9/9	–	–	–	–	1/1	10/10
L. Di Clemente ⁽¹⁾	7/7	2/2	–	5/5	1/1		15/15
N. Krantz	9/9	–	–	–	–	1/1	10/10
D.V. Lussier ⁽¹⁾	2/2	2/2	–	1/1	1/1	–	6/6
G.F. McCarthy	9/9	4/4	3/3	6/6	–	–	22/22
L. Montoya	7/9	4/4	–	–	2/2	–	13/15
P.L. Nielsen	9/9	4/4	3/3	6/6	–	–	22/22
H. Reidel	9/9	4/4	3/3	6/6	2/2	1/1	25/25
K. Thompson	9/9	–	3/3	–	–	–	12/12

⁽¹⁾ Effective November 8, 2022, Mr. Lussier resigned as director of the Corporation and as a member of the Audit Committee, IC, and MRC Chair. Effective November 9, 2022, Mr. Di Clemente was elected as a director of the Corporation and replaced Mr. Lussier as a member of the Audit Committee, IC, and MRC Chair.

DIRECTOR COMPENSATION

The Board, through the CG&NC, is responsible for reviewing and approving any proposed changes to the directors' compensation arrangements every five years. The management directors and the directors of the Corporation who are acting as Pernod Ricard's nominees are not compensated for service on the Board.

In fiscal year 2023, the independent directors of the Corporation were entitled to the following compensation:

Type of Compensation	Amount (\$)
Annual cash retainer	35,000
Annual cash retainer for the Chair of the Board	85,000
Corporation's Stock Retainer Plan (\$3,125 quarterly) ⁽¹⁾	12,500
Corporation's Stock Retainer Plan for the Chair of the Board (\$5,000 quarterly) ⁽¹⁾⁽²⁾	20,000
Annual special fee for the Chair of Audit Committee	5,500
Annual special fee for the Chair of each of the CG&NC; IC; and MRC	2,750
Product Allotment	3,000
Education Fund	5,000

Director Compensation for 2023

The Corporation paid \$270,211 in total compensation to its independent directors as a group with respect to the year ended June 30, 2023. The following table sets out the compensation earned in the fiscal year ended June 30, 2023 by each individual independent director:

2023 Director compensation ⁽¹⁾⁽²⁾							
Name	Fees earned (\$)	Share-based awards ⁽³⁾ (\$)	Option-based awards ⁽⁴⁾ (\$)	Non-equity incentive plan compensation ⁽⁴⁾ (\$)	Pension value ⁽⁴⁾ (\$)	All other compensation ⁽⁵⁾ (\$)	Total (\$)
G.F. McCarthy	88,269	20,000	–	–	–	3,000	111,269
L. Di Clemente ⁽⁷⁾	23,288	9,375	–	–	–	3,000	35,663
P.L. Nielsen	36,346	12,500	–	–	–	3,000	51,846
D.V. Lussier ⁽⁶⁾	13,462	3,125	–	–	–	3,000	19,587
H. Reidel	36,346	12,500	–	–	–	3,000	51,846

⁽¹⁾ Messrs. Krantz and Alonso were directors and executive officers of the Corporation during the fiscal year ended June 30, 2023, and did not receive compensation for services as a director. Each of their compensation for service is fully reflected in the “Summary Compensation Table”, on page 25.

⁽²⁾ Mr. Boulay and Mmes. Montoya and Thompson were nominated as directors of the Corporation by Pernod Ricard and, therefore, do not receive compensation for services as directors.

⁽³⁾ Share-based awards include Corporation contribution to Corby Stock Retainer Plan. Shares are purchased quarterly and are immediately vested.

⁽⁴⁾ The Corporation does not have any option-based awards and the directors are not entitled to non-equity incentive plan compensation or pensions.

⁽⁵⁾ All other compensation includes Product Allotment.

⁽⁶⁾ Mr. Lussier resigned as director of the Corporation, effective November 8, 2022.

⁽⁷⁾ Effective November 9, 2022, Mr. Di Clemente was elected as a director of the Corporation

Stock Retainer Plan

In order to offer a total compensation package that is competitive the independent directors receive \$3,125 quarterly (\$5,000 quarterly in the case of the Chair of the Board) in the form of the Corporation’s Stock Retainer Plan. The Corporation’s Stock Retainer Plan provides for contributions made by the Corporation for the benefit of eligible directors and remitted to the administrator of the plan appointed by the Board. Such contributions are used to purchase the Corporation’s Voting Class A Common Shares on behalf of the director participants to promote stock ownership among Board members with the goal of aligning directors’ interests with those of the shareholders of the Corporation.

Stock Purchase Plan

The directors may elect to invest all or part of their directorship fees in the Corporation’s Employee Stock Purchase Plan. During the fiscal year ended June 30, 2023, the management directors, Messrs. Krantz, and Alonso participated in the Corporation’s Employee Stock Purchase Plan as officers of the Corporation. See “Employee Stock Purchase Plan”, below. The Corporation does not match any portion of the amount contributed by the directors. The Corporation matches contributions made by the management directors, as discussed in the “Employee Stock Purchase Plan” section, below.

Directors' Minimum Shareholding Requirements

Each independent director is required to hold two and a half times the annual board base retainer, as determined on the dates of purchase, in Voting Class A Common Shares. Directors are permitted to acquire such Voting Class A Common Shares over a five-year period.

Independent Director	Number of Voting Class A Common Shares held under the Stock Retainer Plan ⁽¹⁾ (#)	Market Value of Voting Class A Common Shares held under the Stock Retainer Plan as at June 30, 2023 ⁽²⁾ (\$14.20/share) (\$)
George F. McCarthy	30,046	426,649
Lucio Di Clemente	623	8,852
Patricia L. Nielsen	11,890	168,833
Helga Reidel	1,525	21,658

⁽¹⁾ For total number of Corby shares held by each of the independent directors, please refer to the chart under the heading "Nominees for Election to the Board of Directors" starting on page 12 in this Management Proxy Circular.

⁽²⁾ The TSX closing price on June 30, 2023, of \$14.20 was used for calculating the market value.

Hedging Prohibition

Directors, officers and other employees of the Corporation may not, at any time, purchase financial instruments, including, for greater certainty, prepaid variable forward contracts, equity swaps, collars, or units of exchangeable funds that are designed to hedge or offset a decrease in the market value of any securities of the Corporation.

APPOINTMENT OF EXTERNAL AUDITORS

Change of Auditor

Effective July 1, 2023, Deloitte LLP's term as the auditors of the Corporation terminated and KPMG LLP were appointed as auditor commencing with respect to the 2024 Fiscal Year. There were no reportable events in relation to the change of auditors.

Pursuant to Section 4.11 of NI-51-102, the Corporation filed a reporting package (the "**Reporting Package**") on SEDAR+ under the Corporation's profile on September 5, 2023. The Reporting Package, which consists of the following is attached as Appendix "A" to this Management Proxy Circular:

- (i) Notice of Change of Auditor;
- (ii) Letter from Deloitte LLP, as predecessor auditor; and
- (iii) Letter from KPMG LLP, as successor auditor.

At the Meeting, holders of Voting Class A Common Shares will be asked to vote for the appointment of the external auditors and the authorization of the directors to fix the remuneration of the external auditors. The Board of Directors, on the recommendation of the Audit Committee, proposes that KPMG LLP be newly appointed as external auditors of the Corporation for the 2024 fiscal year, to serve until the end of the next annual general meeting or until their successor is appointed. Except where authority to vote with respect to the appointment of auditors is withheld, the persons named in the accompanying form of proxy will vote in favour of the appointment of KPMG LLP. The appointment of KPMG LLP will be decided by a simple majority of votes at the Meeting.

External Auditors' Other Services

In fiscal years 2023 and 2022, Deloitte LLP did not provide any non-audit services to the Corporation and no tax fees were paid by the Corporation.

Audit Fees

The aggregate fees billed by Deloitte LLP, as the Corporation’s external auditors, for audit services provided during fiscal years 2023 and 2022 are set out below:

Fees	2023	2022
Audit fees ⁽¹⁾	\$428,100	\$458,067
Audit-related fees ⁽²⁾		—
Tax-related fees		—
All other fees	\$1,025	\$1,025
Total	\$429,125	\$459,092

⁽¹⁾ Audit fees are fees for services related to the audit of the Corporation’s consolidated financial statements and the review of the second quarter report to shareholders.

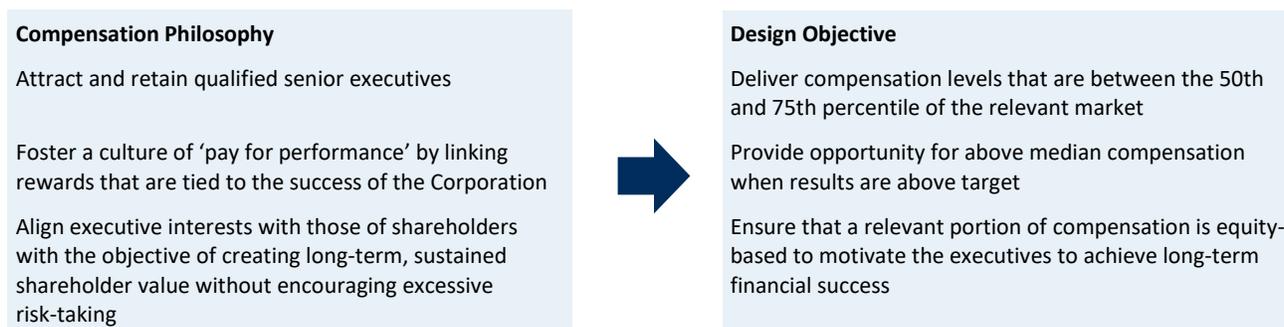
⁽²⁾ Audit-related fees are fees for assurance and related services that are performed by the Corporation’s external auditors.

COMPENSATION DISCUSSION AND ANALYSIS

This Compensation Discussion and Analysis describes and explains the significant elements of compensation awarded to, earned by, paid to, or payable to the Chief Executive Officer (“CEO”), the Chief Financial Officer (“CFO”) and each of the three most highly compensated executive officers other than the CEO and CFO (collectively with the CEO and CFO, the “NEOs”) of the Corporation for the fiscal year ended June 30, 2023.

Executive Compensation Philosophy and Program Design Objectives

The Corporation’s executive compensation policy is designed to recognize the scope and level of responsibility of each position, to provide a competitive level of total compensation to all executives and to reward superior performance and achievement.



Compensation Governance and Risk Mitigation

The Corporation has a structured and disciplined compensation framework for executives which includes oversight by the MRC. The MRC is responsible for reviewing, analyzing and approving all compensation for the CEO, the CFO and the other NEOs (for further information relating to the MRC, including the responsibilities, powers and operation of the committee and the name of each committee member, together with independence and experience information with respect to each of them, please see Appendix “B” entitled “Statement of Corporate Governance Practices”). This approach has enabled the Corporation to encourage its executives to take measured actions and does not incentivize executives to take undue risks.

- **Periodic review of Incentive Plans:** Compensation plans are designed to reward desired behaviours and achievement of corporate objectives, with consideration for the Corporation’s business strategy, and risk appetite.

- **Governance Oversight:** Annually, the MRC assists the Board in carrying out its compensation oversight responsibilities, including approval of the performance objectives for the CEO, ensuring they are aligned with the Corporation’s business strategy.
- **Performance cycles align with risk time horizon:** To align compensation with the risk time horizon and to motivate executives to create long-term value and remain accountable for decisions with longer term risk, we require executives to have a portion of their compensation in performance based long-term incentive plans with stretch targets that provide a strong pay-for-performance relationship.
- **Incentive plan caps:** Both the short and long-term incentive plans for the executives are capped, as described in the applicable following sections.

Compensation Decision Making

The Corporation’s executive compensation policy aims to maintain total compensation levels that are competitive with those of the Canadian consumer products sector recognizing the scope and level of responsibility of each position and to provide motivation and incentives to the Corporation’s executives with the view to enhancing shareholder value and successfully implementing the Corporation’s business plans, as well as improving both corporate and personal performance.

To ensure the successful implementation of this policy, the Corporation has historically retained the services of independent compensation consultants to gather information regarding the compensation practices of comparable companies in the consumer products sector in Canada, as considered necessary by the MRC.

The components of executive compensation include base salary, short-term and long-term incentive programs, a comprehensive employee benefits plan, perquisites and the opportunity to participate in the Corporation’s Employee Stock Purchase Plan, as well as a defined benefit pension plan for executives hired prior to July 1, 2010 and a defined contribution pension plan for executives hired on or after this date. There are no NEOs in the defined contribution pension plan for fiscal year 2023.

Executive Compensation – Related Fees

Eckler Ltd. (“Eckler”) provided pension related actuarial and investment consulting services to the Corporation for fiscal years 2023 and 2022. Eckler was originally retained more than 20 years ago. The contract with Eckler is reviewed by the Corporation every three years. No Board or Management Resources Committee pre-approval is required for other services that Eckler or any of its affiliates may provide to the Corporation.

The aggregate fees for services provided in this and the prior year are set out below.

Fees	2023	2022
Actuarial and investment consulting	\$61,714	\$52,305

Benchmarking

The Corporation utilized two primary comparator groups that are relevant as they represent the market for executive talent and include positions of similar responsibility within comparator publicly traded Canadian companies, including those in the consumer products sector.

The two primary comparator groups utilized were:

1. MBD – Mercer Benchmark Database, which encompasses compensation data for Canadian companies in all industries and of all sizes and scopes; and
2. CCBF – Canadian Compensation and Benefits Forum (in which Corby participates), which includes 29 companies in the fast-moving consumer goods industry that are direct competitors for talent. Companies contained in this comparator group can be found below.

Comparator Group of Canadian Compensation and Benefits Forum

Agropur	Kraft Heinz Canada	Sleeman Breweries Ltd	McCain Foods Canada
Blue Triton	L'Oreal Canada	Campbell Company of Canada	Mondelez Canada Inc.
Canada Bread	Maple Leaf Foods	Colgate-Palmolive Canada	Lactalis Canada
Con Agra Foods	Molson Coors Brewing Company	Danone Inc.	Philip Morris International
Day & Ross, Inc.	Nestle	Imperial Tobacco Canada	Reckitt Benckiser Group plc
Hershey's	PepsiCo Canada ULC	JTI Macdonald Corp.	Royal Canin Canada Company
Johnson & Johnson	Procter & Gamble Inc.	Labatt Breweries of Canada Limited	SC Johnson & Son, Limited
Kimberly-Clark Corporation	Saputo Inc.	Mars / Wrigley Canada	Unilever Canada Inc.

Benchmark analysis considers the overall compensation for each NEO, including base salary, short-term incentives and long-term incentives. Overall compensation is targeted between the 50th and 75th percentile of the market considering all comparator groups listed above.

The Corporation's Executive Compensation Program Summary

The following table provides an overview of each of the available components of the executive compensation program.

Compensation Component	Design Objective(s)
<i>Base Salary</i>	<p>Base salary levels are reviewed annually based on individual performance, level of responsibility and competitive compensation levels for the Canadian market. The objective of the base salary component is to provide fixed compensation that reflects the market value of the role and the skills and experience of the executive.</p> <p>Actual salary increases, if any, vary depending on individual performance ratings against the performance management process results, which include operational and strategic objectives, development goals and demonstration of company values. These have been set and agreed at the beginning of each fiscal year.</p>
<i>Short-Term Incentives</i>	<p>The Corporation's executives participate in an annual short-term incentive program, the purpose of which is to reward executives for their contribution to the achievement of annual corporate goals. The target percentages for this incentive plan are reviewed and compared on an annual basis to market levels utilizing the comparator groups and source data stated previously under "Benchmarking".</p> <p>Bonus awards are based on the achievement of specific corporate goals related to operating profit levels and cash generation, as well as individual strategic objectives. Each measure has an assigned weighting (as a percent of base salary).</p>
<i>Long-Term Incentives (RSU)</i>	<p>The Corporation's executives participate in a long-term incentive plan consisting of performance-contingent restricted share units ("RSU"). The long-term incentive plan ("RSU Plan") is designed to motivate the executives to achieve long-term financial success of the Corporation and to further align the interests between executives and shareholders. The RSU Plan contains two-year performance-based vesting targets to ensure the RSU Plan is driving long-term performance; and provides upside for above target performance achievement (maximum of 50% increase in RSU grant if the performance target is exceeded by 10%) which aligns with the typical market practice.</p> <p>RSUs reflect the market value of the Voting Class A Common Shares of the Corporation. RSUs vest and become payable to plan participants at the end of a three-year vesting period, subject to the achievement of pre-determined corporate performance targets relating to operating profit. Unvested RSUs will attract Dividend Equivalent Units] whenever regular or special cash dividends</p>

are paid on the Voting Class A Common Shares of the Corporation. When cash dividends are paid on the Shares, an adjustment will be made to each Participant's Restricted Stock Unit Account to notionally reflect such dividends by increasing the number of Restricted Stock Units, this is known as Dividend Equivalent Units. Dividend Equivalent Units will be immediately reinvested into additional RSUs, which will vest and become payable at the end of the three-year vesting period, subject to the same performance conditions as the original RSU award. Upon vesting, participants are eligible to receive the cash value of their RSU holdings, including the original RSU grant and any additional RSUs earned as a result of the reinvestment of Dividend Equivalent Units. Payments are made directly by the Corporation to participants in Canadian funds and, when made, all amounts in respect of RSUs and Dividend Equivalent Units which have vested are fully discharged. RSUs do not entitle participants to acquire any rights or entitlements as a shareholder of the Corporation.

SUMMARY COMPENSATION TABLE

The remuneration paid to each of the Corporation's NEOs for the fiscal years ended on June 30, 2023, 2022 and 2021 is as set forth in the following table:

Name and principal position ⁽¹⁾	Year	Salary (\$)	Share-based awards ⁽²⁾ (\$)	Option-based awards ⁽³⁾ (\$)	Non-equity incentive plan compensation (\$)		Pension value ⁽⁶⁾ (\$)	All other compensation ⁽⁷⁾ (\$)	Total compensation (\$) ⁽⁵⁾
					Annual incentive plans ⁽⁴⁾	Long-term incentive plans ⁽⁵⁾			
Nicolas Krantz <i>President & Chief Executive Officer</i>	2023	395,899	54,890	-	214,181	=	-	670,397	1,335,367
	2022	378,955	58,409	-	197,056	-	-	443,949	1,078,370
	2021	408,125	62,702	-	214,127	-	-	926,597	1,611,551
Juan Alonso <i>Vice-President & Chief Financial Officer</i>	2023	251,996	-	-	81,798	-	-	333,982	667,775
	2022	72,980	-	-	98,522	-	-	123,613	295,115
	2021	-	-	-	-	-	-	-	-
Marc Valencia <i>General Counsel, Corporate Secretary & Vice-President, Public Affairs</i>	2023	305,935	100,471	-	109,433	152,341	148,791	32,287	849,257
	2022	291,367	100,471	-	101,978	127,072	122,262	23,731	766,882
	2021	287,061	100,471	-	109,445	94,526	91,436	27,047	709,987
Stéphane Côté <i>Vice-President, New Business Ventures</i>	2023	267,497	86,563	-	95,684	131,252	114,662	21,755	717,412
	2022	255,978	86,563	-	89,592	105,350	135,074	26,865	699,422
	2021	247,322	86,563	-	99,488	76,858	74,458	31,014	615,704
Caroline Begley <i>Vice-President, Marketing</i>	2023	197,181	-	-	35,943	-	-	264,413	497,537
	2022	198,867	-	-	38,907	-	-	184,848	422,623
	2021	171,120	-	-	34,766	-	-	186,271	392,157

⁽¹⁾ Messrs. Krantz and Alonso were directors during the fiscal year that ended June 30, 2023. They did not receive compensation for services as directors.

⁽²⁾ Share-based awards reflect the grant date fair value of the RSU awards made to the NEOs in fiscal year 2023 under the RSU Plan. The number of individual RSUs granted equals the long-term incentive target value divided by the closing price of the Voting Class A Common Shares of the Corporation on the TSX of \$16.43 on November 27, 2020, \$17.88 on November 10, 2021, and \$16.61 on November 10, 2022, respectively. Mr. Alonso and Ms. Begley are not eligible for RSU grants.

⁽³⁾ The Corporation does not have any option-based awards.

⁽⁴⁾ The annual incentive for each of Messrs. Krantz and Alonso, and Ms. Begley is paid in each of their home country's currency, European Euro, Brazilian real, and UK pound sterling, respectively. Fiscal 2023 budgeted exchange rates are used to calculate the Canadian dollar equivalent.

⁽⁵⁾ 2022 Long-term incentive plan value and Total Compensation for Messrs. Valencia and Côté updated with correct RSU value attributable to fiscal year 2022.

⁽⁶⁾ Pension value as stated was calculated by Eckler and is detailed in the "Defined Benefit (DB) Retirement Plans Table" in the "Pension Plan Benefits" section, below. Pension value for each of Messrs. Krantz and Alonso, and Ms. Begley is paid in each of their home country's currency, European Euro, Brazilian real, and UK pound sterling, respectively. Fiscal 2023 budgeted exchange rates are used to calculate the Canadian dollar equivalent.

⁽⁷⁾ All other compensation includes the following perquisites which total more than \$50,000 or 10% of each NEO's salary, and exceed 25% of the total value of perquisites of such NEO are as follows:

Mr. Krantz – Tax equalization and Tax Gross Up \$ \$86,383; Housing (including gross-up) \$ \$109,261.

Mr. Alonso - Housing (including gross-up) \$ \$98,306.

Ms. Begley - Tax equalization and Tax Gross Up \$ \$44,896; Housing (including gross-up) \$ \$108,890.

Mr. Valencia – Fleet Costs (including lease & maintenance) \$ \$22,721.

Mr. Côté – Fleet Costs (including lease & maintenance) \$ \$13,483.

Short-Term Incentives

The standard short-term incentive bonus target is 50% of base salary for the CEO; 30% for the CFO and VP Marketing (based on home country market); and 35% of base salary for the other NEOs of the Corporation. Bonus awards are based on the achievement

of specific corporate goals related to operating profit levels and cash generation, as well as individual strategic objectives. Each measure has an assigned weighting (as a percent of base salary), as follows:

Position	Operating profit	Net sales	Value share	Cash generation	Individual strategic objectives
CEO	15%	2.5%	7.5%	5%	20%
CFO and Vice-President Marketing	9%	1.5%	4.5%	3%	12%
General Counsel, Corporate Secretary & Vice-President, Public Affairs (“Vice President, Legal & Public Affairs”) and Vice President, Sales and Vice-President, New Business Ventures	10.5%	1.75%	5.25%	3.5%	14%

Threshold, target and maximum levels of performance are established for cash generation, net sales, value share and operating profit measures. The Corporation sets the target awards to be challenging, but reasonably attainable. The maximum award for both cash generation and operating profit is intended to be very difficult to achieve. The threshold performance level is 99% of target achievement for cash generation with a maximum award achieved at 102% of target. The threshold performance level is 90% of target achievement for operating profit and net sales with a maximum award achieved at 110% of target. The payout is pro-rated for achievement between the above ranges; achievement on operating profit and net sales must be at least 90% for any payout to occur. The threshold performance level is 98% of target achievement for value share growth with a maximum award achieved at 102% of target.

Based on historical analysis, the Corporation believes the target award is attainable, but not easily achieved. There is a remote possibility (less than 5%) that the maximum award for operating profit and net sales could be attained.

At the beginning of each fiscal year, corporate objectives and the CEO’s individual strategic objectives are determined and tabled before the MRC for review and approval.

To accurately describe the basis upon which each NEO is compensated would require a significant level of detail and, as the Corporation is the only publicly traded spirits company in Canada, disclosing any of these individual strategic objectives would seriously prejudice the Corporation’s interests by providing competitors with information regarding the Corporation’s business performance targets and other sensitive information.

For the July 1, 2022 to June 30, 2023 fiscal year, overall, the Corporation’s goals relating to operating profit and cash generation were overachieved. The following table sets out the breakdown of bonus payouts:

FY23 Short-Term Incentive Payout Breakdown

Name	Achievement of Individual Strategic Portion of Bonus (%)	Individual Strategic objective payout as a percentage of Total Compensation	Total Bonus Payout as a percentage of base salary	Total Bonus Payout as a percentage of Total Compensation
Nicolas Krantz	125.0%	5.2%	54.1%	16.0%
Juan Alonso	125.0%	3.6%	32.5%	12.2%
Marc Valencia	110.0%	5.5%	35.8%	12.9%
Stéphane Côté	110.0%	5.7%	35.8%	13.3%
Caroline Begley	110.0%	2.0%	18.2%	7.2%

LONG-TERM INCENTIVE AWARDS

Vested Share-Based Awards and Option-Based Awards

The following tables set out the RSUs vested and paid out to the NEOs during the Fiscal Year 2023:

Name	Option based awards – Value vested during the year (\$)	Share based awards – Value vested during the year (\$) ⁽¹⁾	Non-equity incentive plan compensation – Value earned during the year (\$)
Nicolas Krantz ⁽²⁾	–	–	–
Juan Alonso ⁽²⁾	–	–	–
Marc Valencia	–	152,341	–
Stéphane Côté	–	131,252	–
Caroline Begley ⁽²⁾	–	–	–

⁽¹⁾ Share-based awards reflect the RSU awards made to the NEOs in fiscal year 2020 under the RSU Plan which vested in fiscal year 2023. The value vested represents the number of RSU's held multiplied by the closing price per share of the Voting Class A Common Shares of the Corporation on the TSX on August 23, 2022. RSUs vest subject to the achievement of performance condition measures under the RSU Plan.

⁽²⁾ Mr. Krantz participates in the long-term incentive grant, receiving 50% of his long-term incentive grants under the Corby RSU Plan and 50% under the Pernod Ricard incentive plan. Mr. Alonso and Ms. Begley are not eligible for the Corby RSU Plan. Mr. Alonso and Ms. Begley received long-term incentives from Pernod Ricard. Costs associated with the Pernod Ricard long-term incentives are paid by Pernod Ricard and are not transferred to Corby.

Summary of fiscal year 2019 long-term incentive grants paid in fiscal year 2023

Name	Long-Term Incentive Target Value at Grant ⁽¹⁾ (\$)	Original RSU Grant on August 23, 2019 ⁽²⁾ (#)	Revised Grant based on Performance Conditions ⁽³⁾ (#)	Reinvested Dividends (#)	Total RSUs on August 23, 2022 (#)	TSX Closing Price on August 23, 2022 (\$)	Total Payout (\$)
Nicolas Krantz ⁽⁴⁾	–	–	–	–	–	–	–
Juan Alonso ⁽⁴⁾	–	–	–	–	–	–	–
Marc Valencia	100,471	5,715	7,358	1,235	8,592	17.73	152,341
Stéphane Côté	86,563	4,924	6,339	1,064	7,403	17.73	131,252
Caroline Begley ⁽⁴⁾	–	–	–	–	–	–	–

⁽¹⁾ The long-term incentive target value is determined based upon a percentage of base salary (32.5% for the CEO and 35% for the NEOs, who received a grant in FY2019).

⁽²⁾ The number of individual RSUs granted equals the long-term incentive target value divided by the closing price of the Voting Class A Common Shares of the Corporation on the TSX on August 23, 2019. Vesting occurred on August 23, 2022 and payout was based on the closing price as of that date.

⁽³⁾ 50% of the original grant was subject to achievement on the FY2020 financial year and resulted in an overachievement of 22.70%. 50% of the original grant was subject to achievement on the FY2021 financial year and resulted in an overachievement of 34.78%.

⁽⁴⁾ Mr. Krantz participates in the long-term incentive grant, receiving 50% of his long-term incentive grants under the Corby RSU Plan and 50% under the Pernod Ricard incentive plan. Mr. Alonso and Ms. Begley are not eligible for the Corby RSU Plan and receive long-term incentives from Pernod Ricard. Costs associated with the Pernod Ricard long-term incentives are paid by Pernod Ricard and are not transferred to Corby.

Outstanding Share-Based Awards and Option-Based Awards

The following table sets out the RSUs held by the NEOs as at June 30, 2023:

Name	Option-based Awards ⁽¹⁾				Share-based Awards		
	Number of securities underlying unexercised options (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options (\$)	Number of shares or units of shares that have not vested ⁽²⁾ (#)	Market or payout value of share-based awards that have not vested ⁽³⁾ (\$)	Market or payout value of vested share-based awards not paid out or distributed (\$)
Nicolas Krantz ⁽⁴⁾	–	–	–	–	10,456	148,479	–
Juan Alonso	–	–	–	–	–	–	–
Marc Valencia	–	–	–	–	17,756	252,139	–
Stéphane Côté	–	–	–	–	15,298	217,235	–
Caroline Begley	–	–	–	–	–	–	–

⁽¹⁾ The Corporation does not have any option-based awards.

⁽²⁾ Includes all RSUs granted, plus dividends declared and reinvested, performance condition achievement, and any other adjustments according to the RSU Plan rules. Performance condition achievement resulted in the FY2021 Grant being increased by 17.39%, the FY2022 Grant being decreased by 50%, and the FY2023 Grant being decreased by 50%.

⁽³⁾ Market value is based on the number of shares, multiplied by the TSX closing price as at June 30, 2023.

⁽⁴⁾ Mr. Krantz participated in the above mentioned RSU grants, receiving 50% of his long-term incentive grant under the Corby RSU Plan and the balance under the Pernod Ricard long-term incentive plan.

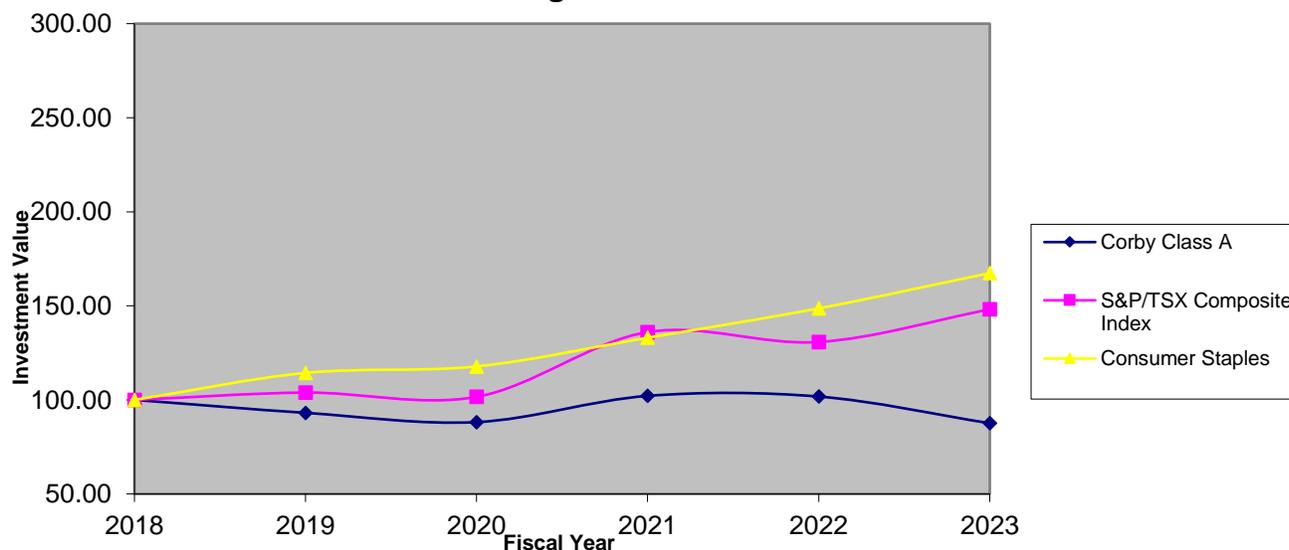
⁽⁵⁾ Mr. Alonso and Ms. Begley received long-term incentives from Pernod Ricard and were not eligible for the Corby RSU Plan. Costs associated with the Pernod Ricard long-term incentives are paid by Pernod Ricard and are not transferred to Corby.

SHAREHOLDER RETURN PERFORMANCE GRAPHS

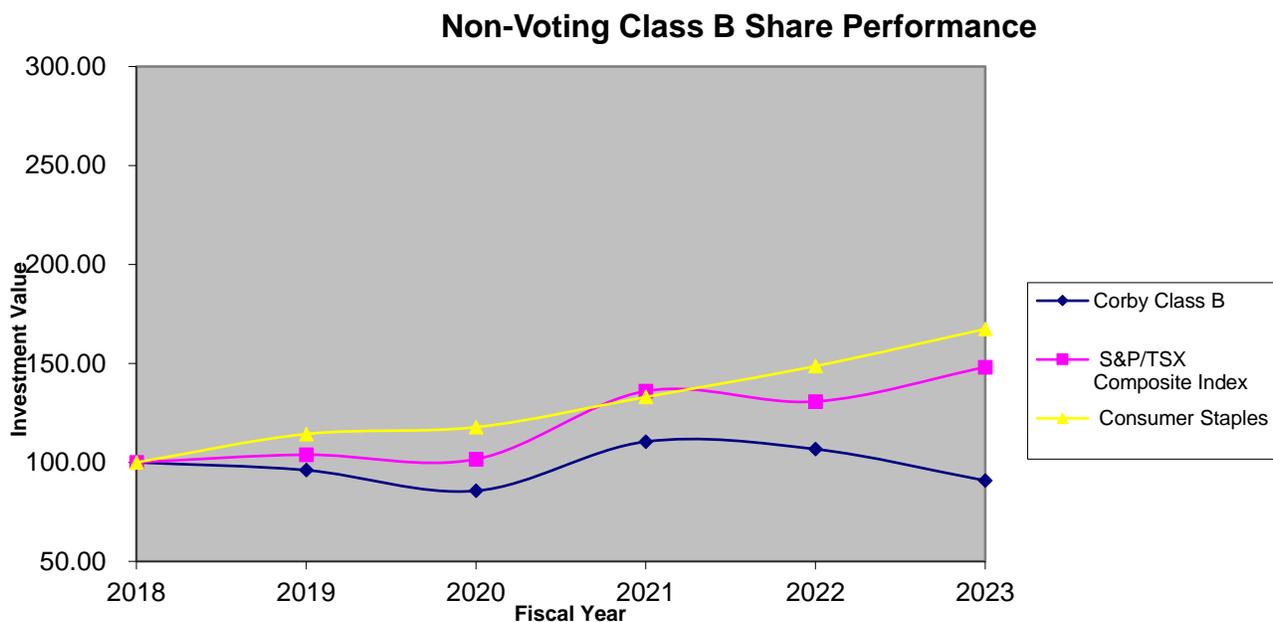
The line graphs below compare the yearly cumulative total shareholder return on the Corporation's Voting Class A Common Shares and Non-Voting Class B Common Shares with the cumulative total return of the S&P/TSX Composite Index and the Consumer Staples Sub-Index for the five-year period commencing June 30, 2018 and ending June 30, 2023.

Comparison of the Performance of Voting Class A Common Shares against the TSX 300 Index*

Voting Class A Share Performance



Comparison of the Performance of Non-Voting Class B Common Shares against the TSX 300 Index*



It is difficult to show a direct comparison between the trend in Corby’s share price and the trend in the NEOs’ compensation over the five-year period. Mr. Krantz joined the Corporation on July 1, 2020, and Mr. Alonso joined March 1, 2022, and total compensation for these NEOs has not been reported prior to their start date with the Corporation. In order to ensure that the Corporation is able to retain its key talent, compensation for the NEOs has been consistent with the market pricing philosophy explained in detail under the heading “Compensation Governance and Risk Mitigation” on page 21. The element of the NEOs’ total compensation that directly correlates with the shareholder value is the long-term incentive. As demonstrated in the graph above, the long-term incentives received by the NEOs directly fluctuates with the Corporation’s share price performance. The following chart shows the historical value of the three most recent long-term incentives (RSUs) that were granted and have vested during the five-year period or will vest in the 2023 calendar year:

PRICE SHARE AND HISTORICAL VALUE COMPARISON

Name	Fiscal year 2019				Fiscal year 2020				Fiscal year 2021			
	# RSUs after grant and performance attainment	\$ Value at Grant with Performance conditions ⁽³⁾	\$ Value at Vesting Date (excluding Dividends) ⁽⁴⁾	Increase/ (Decrease) (\$) ⁽⁵⁾	# RSUs after grant and performance attainment	\$ Value at Grant with Performance conditions ⁽³⁾	\$ Value at Vesting Date (excluding Dividends) ⁽⁴⁾	Increase/ (Decrease) (\$) ⁽⁵⁾	# RSUs after grant and performance attainment	\$ Value at Grant with Performance conditions ⁽³⁾	\$ Value at Vesting Date (excluding Dividends) ⁽⁴⁾	Increase/ (Decrease) (\$) ⁽⁵⁾
N. Krantz ⁽¹⁾	-	-	-	-	-	-	-	-	4,480	73,606	63,616	-9,990
J. Alonso ⁽²⁾	-	-	-	-	-	-	-	-	-	-	-	-
M. Valencia	5,679	116,429	107,114	-9,314	7,358	129,347	130,451	1,104	7,179	117,943	101,935	-16,008
S. Côté	4,709	96,526	88,804	-7,722	6,339	111,441	112,392	951	6,185	101,616	87,824	-13,792
C. Begley ⁽²⁾	-	-	-	-	-	-	-	-	-	-	-	-

⁽¹⁾ Mr. Krantz participated in the long-term incentive grant, receiving 50% of his long-term incentive grant under the Corby RSU Plan and 50% under the Pernod Ricard incentive plan. Costs associated with the Pernod Ricard long-term incentives are paid by Pernod Ricard and are not transferred to Corby.

⁽²⁾ Mr. Alonso and Ms. Begley did not participate in the above mentioned RSU grants; they received long-term incentives from Pernod Ricard and was not eligible for the Corby RSU Plan. Costs associated with the Pernod Ricard long-term incentives are paid by Pernod Ricard and are not transferred to Corby.

⁽³⁾ Value at grant based on the number of shares after performance target adjustments (excluding dividends), multiplied by the TSX closing price at date of grant of \$20.50 per share for FY2019, \$17.58 per share for FY2020, and \$16.43 per share for FY2021.

⁽⁴⁾ Value at vest based on the number of shares after performance target adjustments (excluding dividends), multiplied by the TSX closing price at date of vesting of \$18.86 per share for FY2019, and \$17.73 for FY2020. FY2021 grant will be determined by the closing price on November 27, 2023.

⁽⁵⁾ Decrease reflects a decrease in the share price over the term of the RSU vesting period.

PENSION PLAN BENEFITS

Pensionable salary is determined based on the average of the best 36 consecutive months of pensionable earnings (60 consecutive months for members who join or after July 1, 2015). For pension benefit purposes, pensionable earnings equal the basic salary, excluding bonuses or other forms of remuneration. The amount of annual pension payable at normal retirement (age 65) is established as a percentage of annualized pensionable salary (maximum 70%).

For executive officers, who joined the Supplementary Executive Retirement Pension Plan (“SERP”) of the Corporation before January 1, 1998, such executive officers are entitled to:

- 4% for each year of pensionable service up to 10 years.
- 2% for each year of pensionable service in excess of 10 but not beyond 20 years.
- 2/3% for each year of pensionable service in excess of 20 but not beyond 35 years.

For executive officers, including the NEOs, who commenced employment with the Corporation prior to July 1, 2010 and joined the SERP between January 1, 1998 and June 30, 2015, such executive officers are entitled to:

- 2% for each year of pensionable service prior to joining the SERP.
- 3% for each year of pensionable service thereafter.

For executive officers, including the NEOs, who commenced employment with the Corporation prior to July 1, 2010 and joined the SERP on or after July 1, 2015, such executive officers are entitled to:

- 2% for each year of pensionable service up to the defined benefit limits defined by the Income Tax Act prior to joining the SERP.
- 2% for each year of pensionable service thereafter.

Pension payments are not subject to any deduction for social security or other offset amounts, such as Canada Pension Plan or Quebec Pension Plan amounts.

Executives participating in the defined benefit pension plan are required to contribute 2% of pensionable earnings up to the Year’s Maximum Pensionable Earnings (“YMPE”) and 5% of pensionable earnings that are between the YMPE and the Maximum Earnings Base (“MEB”). For 2023, the YMPE is \$66,600 and the MEB is \$175,334.

Early Retirement Allowance

Executives may elect to retire early; on or after age 55. The total pension shall be reduced by 3% for each year by which early retirement precedes age 60 (3% per year by which early retirement precedes age 65, in case of early retirement with less than 10 years of service).

Termination of Service

In the case of termination prior to age 55, the executive will be entitled to a deferred pension commencing from the executive’s 55th birthday.

Defined Contribution (DC) Benefits Design

For executive officers, including the NEOs, who commenced employment with the Corporation on or after July 1, 2010 and joined the SERP on or after July 1, 2010, contributions are automatically vested and consist of:

- Corporation Base Contributions - 8% of earnings (base salary, and lump-sum merit pay)
- Executive Optional Contributions – choice of 0%, 1%, 2%, 3% or 4% of earnings
- Corporation Matching Contribution - 100% of the executive optional contributions

An account is maintained for each executive member that includes Corporation and executive contributions plus investment income. Contributions are invested in one or more investment options available in the Defined Contribution (DC) plan as directed

by the executive. Aggregate contributions that exceed the lesser of 18% of executive's compensation or money purchase limit for the calendar year as defined by Income Tax Act are redirected to a Trusteed Employees Profit Sharing Plan for Employees.

Retirement

Normal retirement is age 65; the executive may elect to retire early up to 10 years before his or her normal retirement date.

Upon retirement, the executive must transfer the value of his or her member's account to one of the following, as permitted by the Applicable Legislation:

- to an insurer to purchase an immediate or deferred life annuity;
- to an insurer to purchase any other form of retirement annuity permitted under the Income Tax Act;
- another registered pension plan; or
- a Prescribed Retirement Savings Arrangement.

Termination of Service

In the case of termination of employment, the executive must transfer the value of his or her member's account to one of the following, as permitted by the Applicable Legislation:

- a Prescribed Retirement Savings Arrangement;
- another registered pension plan;
- to an insurer to purchase an immediate or deferred life annuity; or
- to an insurer to purchase any other form of retirement annuity permitted under the Income Tax Act.

Messrs. Krantz and Alonso and Ms. Begley participated in the pension plans of their home countries in France, Brazil, and the United Kingdom respectively. They do not participate in Corby's pension plans. In addition, the NEOs of the Corporation have entered into SERP Agreements, except for Messrs. Krantz and Alonso, and Ms. Begley. The amounts disclosed in the table, below, are the approximate values of retirement plan obligations accrued as of June 30, 2023, the compensation costs incurred during the fiscal year, and the amounts payable upon retirement of the NEOs. These amounts are all based on assumptions and contractual entitlements, which may change over time. The major assumptions used in making these estimates are consistent with those used to value all of Corby's post-employment benefit obligations and are disclosed in Note 9 of Corby's consolidated financial statements for the year ended June 30, 2023. As at the date hereof, there were no named executive officers in the Defined Contribution Plan.

Defined Benefit (DB) Retirement Plans Table

The following table provides information on the accrued obligation for each NEO:

Name	Number of years credited service at June 30, 2023 (#)	Annual benefits payable (\$)		Opening present value of defined benefit obligation (\$)	Compensatory change ⁽⁴⁾ (\$)	Non-compensatory ⁽⁵⁾ (\$)	Closing present value of defined benefit at year-end ⁽⁶⁾ (\$)
		At Year-end ⁽²⁾	At Age 65 ⁽³⁾				
Nicolas Krantz ⁽¹⁾	–	–	–	–	–	–	–
Juan Alonso ⁽¹⁾	–	–	–	–	–	–	–
Marc Valencia	18.58	164,264	206,288	1,928,011	148,791	125,947	2,202,749
Stéphane Côté	17.25	114,294	167,614	1,493,583	114,662	94,735	1,702,980
Caroline Begley ⁽¹⁾	–	–	–	–	–	–	–

⁽¹⁾ Messrs. Nicolas Krantz and Juan Alonso, and Ms. Caroline Begley do not participate in the Corby defined benefit pension plan nor the SERP.

⁽²⁾ Annual pension accrued at year-end is based on deferred pension payable at age 65 based on pensionable service and average earnings as of June 30, 2023.

⁽³⁾ Annual pension payable at age 65 is based on projected service at age 65 and average earnings as of June 30, 2023.

⁽⁴⁾ Compensatory elements include service cost, impact of plan amendments, if any, and the impact of changes to compensation from the previous year that differed from the previous year's assumptions.

⁽⁵⁾ Non-compensatory elements include change in measurement assumptions (not related to plan amendments), such as interest rates, salary increase or mortality, as well as any non-compensatory gains or losses, including retirement experience, mortality experience, etc. On June 30, 2023, the interest rate was 5.05% per annum (5.10% per annum on June 30, 2022).

⁽⁶⁾ Measurement of accrued obligation reflects the accounting assumptions used in Corby's financial statements.

Benefits and Perquisites

Although they are not considered to be a primary element of Corby's compensation program, the NEOs are entitled to receive various benefits and perquisites, including medical and dental benefits, long-term and accidental disability benefits, life insurance, product allowance (these benefits are provided to all employees), company car, club memberships, and financial counselling/tax preparation.

Employee Stock Purchase Plan

The Corporation's Employee Stock Purchase Plan is not a primary element of Corby's compensation program; however, it enables NEOs, as well as other eligible employees of the Corporation, to acquire Voting Class A Common Shares by contributing 2% to 10% of their salary through payroll deductions and in so doing, further aligns the interests of executives and shareholders. The Corporation provides the employee with a matching contribution in an amount equal to 50% of the employee contribution. During fiscal year 2023, Messrs. Krantz, Valencia, Côté, and Smith participated in the Employee Stock Purchase Plan.

TERMINATION AND CHANGE OF CONTROL BENEFITS

Resignation

In the event of resignation, all compensation, benefits and perquisites eligibility end as of the resignation date and no payment is made.

Termination without cause

The chart below sets out the estimated incremental payments and benefits that each NEO would be entitled to in the event of termination without cause, at June 30, 2023. There is no change of control provision in the employment agreements. The executives of the Corporation, including the NEOs (other than Messrs. Krantz and Alonso) have entered into Executive Service Agreements with the Corporation which entitle the executive to 12 months' salary in the event of termination without cause.

Messrs, Krantz and Alonso and Ms. Begley have expatriate employment letters with Pernod Ricard and, other than with respect to the RSU Plan for Mr. Krantz, their termination provisions are with their home countries, namely, France, Brazil, and the United Kingdom. Costs associated with these provisions are paid by Pernod Ricard and are not transferred to Corby. The expatriate employment letters are for a predictable period from 3-5 years.

Name	Termination Without Cause Benefits ⁽¹⁾						
	Total (\$)	Contractual Severance			Benefits (\$)	Long-term Incentives ⁽³⁾ (\$)	Pension (\$)
		Salary (\$)	Short-term Incentives ⁽²⁾ (\$)				
Nicolas Krantz	107,219	-	-	-	107,219	-	
Juan Alonso	To be paid by Home Country	-	-	-	-	-	
Marc Valencia	498,428	305,935	-	14,921	177,517	-	
Stéphane Côté	435,408	267,497	-	14,921	152,943	-	
Caroline Begley	To be paid by Home Country	-	-	-	-	-	

⁽¹⁾ Assuming without cause termination on June 30, 2023.

⁽²⁾ Eligibility for short-term incentives would cease as at termination date.

⁽³⁾ 100% of the RSUs granted November 2020, two-thirds of the RSUs granted November 2021 and one-third of the RSUs granted November 2022, plus reinvested dividends, will vest upon termination date (subject to adjustment for performance condition attainment). Calculation is based on the TSX closing price as of June 30, 2023. Since Mr. Krantz holds RSUs from the Corporation, they will have to be paid out based on the figures stated above. The balance of his salary and benefits will be paid by his Home Country.

INDEBTEDNESS OF DIRECTORS AND OFFICERS

As at the date hereof, no director or officer was indebted to the Corporation, other than for routine indebtedness as defined in applicable securities legislation.

Directors' and Officers' Liability Insurance

Directors' and Officers' Liability Insurance is provided under a Global Corporate insurance program maintained by Corby's ultimate parent. The Global Corporate annual aggregate limit is €150,000,000 (\$216,675,000 CDN as at June 30, 2023), with sub limits on certain costs and penalties including per year and individual limits subject to a deductible of up to €150,000 (\$216,675 CDN as at June 30, 2023), with additional designated coverage of €1,000,000 (\$1,444,500 CDN as at June 30, 2023) per Non Executive Director to a maximum of €5,000,000 (\$7,222,500 CDN as at June 30, 2023), for certain claims by the Corporation. Coverage is provided for "wrongful acts" committed by the insured persons, subject to certain exclusions in the policy. "Wrongful act" means any failure on the part of an insured in meeting the legal, regulatory or statutory obligations, any management fault committed by imprudence or negligence, by omission, by error, by way of misrepresentation, any employment practices violation, and generally any wrongful action committed by the said insured in his duties as insured before the date of termination or of expiration of one or more of the types of coverage provided under the present contract.

Directors and Officers are also covered under an additional Canadian Fiduciary Policy with a \$10,000,000 limit subject to a securities retention of \$50,000 CAD for claims related to pension plan management.

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

Corby is committed to a high standard of corporate governance practices. The Board of Directors supports the Corporation's efforts to align with the recommendations currently in effect and contained in *National Policy 58-201 – Corporate Governance Guidelines* and *National Instrument 58-101 – Disclosure of Corporate Governance Practices* with the objective of providing greater

transparency to Canadian capital markets regarding public company corporate governance practices. The Board of Directors will continue to monitor developments in this area carefully and will respond appropriately to any future changes.

The Corporation's "Statement of Corporate Governance Practices" is attached as Appendix "B" to this Management Proxy Circular.

INTEREST OF CERTAIN PERSONS IN MATTERS TO BE ACTED UPON

No Person has any material interest, direct or indirect, by way of beneficial ownership of securities or otherwise, in any matter to be acted upon at the Meeting other than the election of directors or the appointment of auditor. For the purpose of this paragraph, "Person" shall include each person: (a) who has been a director or executive officer of Corby at any time since the commencement of the Corby's last completed financial year; (b) who is a proposed nominee for election as a director of Corby; or (c) who is an associate or affiliate of a person included in subparagraphs (a) or (b).

ADDITIONAL INFORMATION

Additional information relating to the Corporation is available on SEDAR+ at www.sedarplus.ca. Financial information is provided in the Corporation's consolidated financial statements and management's discussion and analysis ("MD&A") for the Corporation's most recently completed fiscal year. Shareholders may request copies of the Corporation's Annual Report, containing the Corporation's consolidated financial statements for the year ended June 30, 2023, and MD&A regarding these financial statements, and the Corporation's Annual Information Form, free of charge, by contacting the undersigned in writing at 225 King Street West, Suite 1100, Toronto, Ontario M5V 3M2.

OTHER MATTERS

Management of the Corporation knows of no amendments or variations to matters identified in the Notice of Meeting nor of any other matter to come before the Meeting other than those referred to in the Notice of Meeting. However, if any such amendments or variations or other matters should properly come before the Meeting, the accompanying form of proxy confers discretionary authority upon the persons named therein to vote on such matters in accordance with their best judgment.

ELECTRONIC DELIVERY OF SHAREHOLDER DOCUMENTS

If you would like to receive your shareholder and financial documents electronically, please enroll in Computershare's electronic delivery program at www.investorcentre.com.

SHAREHOLDERS PROPOSALS

There were no shareholder proposals received in relation to the Meeting.

The *Canada Business Corporations Act* permits eligible shareholders of the Corporation to submit shareholder proposals for consideration at the next annual meeting of shareholders to be held in 2024 (the "2024 Meeting"). Shareholder proposals submitted pursuant to applicable provisions of the *Canada Business Corporations Act* that a shareholder intends to present at the 2024 Meeting and wishes to be considered for inclusion in the Corporation's Management Proxy Circular for the 2024 Meeting must be received within the prescribed period, as outlined in the *Canada Business Corporations Act* and associated regulations, and no later than August 8, 2024. Such proposals must also comply with all applicable provisions of the *Canada Business Corporations Act* and the regulations thereunder.

APPROVAL BY DIRECTORS

The contents and the sending of this Management Proxy Circular have been approved by the directors of the Corporation.

BY ORDER OF THE BOARD

A handwritten signature in black ink, appearing to read 'M. Valencia', written in a cursive style.

Marc A. Valencia
General Counsel, Corporate Secretary & Vice-President, Public Affairs

Toronto, Ontario

September 25, 2023

APPENDIX "A"

REPORTING PACKAGE

CHANGE OF AUDITOR NOTICE

Pursuant to NI 51-102 (Section 4.11)

TO: Deloitte LLP

AND TO: KPMG LLP

AND TO: Ontario Securities Commission
Alberta Securities Commission
British Columbia Securities Commission
Autorité des marchés financiers

NOTICE IS HEREBY GIVEN that, in accordance with National Instrument 51-102 – *Continuous Disclosure Obligations* ("NI 51-102"), the Audit Committee (the "**Audit Committee**") of the Board of Directors (the "**Board**") of Corby Spirit and Wine Limited (the "**Company**") and the Board, considered and approved the appointment of KPMG LLP as the Company's auditor upon expiry of the term of appointment of Deloitte LLP, as follows:

1. The Audit Committee conducted a comprehensive tender process for external audit services.
2. After careful review of the proposals received and due consideration of all relevant factors, the Audit Committee recommended to the Board that KPMG LLP be appointed as the Company's auditor commencing with respect to the financial year ending on June 30, 2024 (the "**2024 Fiscal Year**") and that Deloitte LLP shall not be reappointed.
3. Deloitte LLP's term as auditor of the Company will terminate upon completion of the reporting for the financial year ending June 30, 2023, being the date on which the financial statements of the Company were filed for such period, and KPMG LLP has been appointed as auditor of the Company commencing with respect to the 2024 Fiscal Year to fill the vacancy until the next annual meeting of shareholders of the Company.
4. There were no modifications to any opinion provided by Deloitte LLP in their auditors' reports for the two most recently completed fiscal years ended June 30, 2023, and 2022.
5. To the knowledge of the directors of the Company, no "reportable event" as defined in NI 51-102 has occurred in connection with the audits of the two most recently completed fiscal years or for any period subsequent to the most recently completed fiscal period for which an Auditors' report was issued.

Dated at Toronto, Ontario, this 25 day of August 2023.

CORBY SPIRIT AND WINE LIMITED

By: (Signed) "*Juan Alonso*"

Title: Vice President, Chief Financial Officer



Deloitte LLP
Bay Adelaide East
8 Adelaide Street West
Suite 200
Toronto ON M5H 0A9
Canada

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www.deloitte.ca

August 29, 2023

To:
Ontario Securities Commission
Alberta Securities Commission
British Columbia Securities Commission
Autorité des marchés financiers

Dear Sirs/Mesdames:

As required by subparagraph (5)(a)(ii) of section 4.11 of National Instrument 51-102, we have reviewed the change of auditor notice of Corby Spirits and Wine Limited dated August 25, 2023 (the "Notice") and, based on our knowledge of such information at this time, we agree with the statements in items 3, 4 and 5 as it relates to Deloitte LLP and we have no basis to agree or disagree with statements in the first paragraph and items 1 and 2 contained in the Notice.

Yours truly,

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
Toronto, Ontario, Canada



KPMG LLP
100 New Park Place, Suite 1400
Vaughan, ON L4K 0J3
Tel 905-265 5900
Fax 905-265 6390
www.kpmg.ca

Alberta Securities Commission
Autorité des marchés financiers
British Columbia Securities Commission
Ontario Securities Commission

August 30, 2023

To whom it may concern,

Re: Notice of Change of Auditors of Corby Spirit and Wine Limited

We have read the Change in Auditor Notice (the "Notice") from Corby Spirit and Wine Limited dated August 25, 2023 and are in agreement with the statements contained in such Notice except that we are not in a position to agree or disagree with Corby Spirit and Wine Limited's statements under items 1, 2, 3, and 5.

Yours very truly,

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P', with a small upward tick at the end.

Chartered Professional Accountants, Licensed Public Accountants

APPENDIX “B”

CORBY SPIRIT AND WINE LIMITED (the “Corporation” or “Corby”)

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

The Corporation is committed to a high standard of corporate governance practices. The Board of Directors of the Corporation (the “Board” or the “Board of Directors”) supports the Corporation’s efforts to align with the recommendations currently in effect and contained in *National Policy 58-201: Corporate Governance Guidelines* and *National Instrument 58-101: Disclosure of Corporate Governance Practices* (“NI 58-101”) with the objective of providing greater transparency to Canadian capital markets regarding public company corporate governance practices. The Board will continue to monitor developments in this area carefully and will respond appropriately to any future changes.

Board of Directors

Board Mandate

The Board of Directors of the Corporation assumes stewardship of and recognizes that it is ultimately responsible for ensuring that the business and affairs of the Corporation are managed properly to protect and enhance shareholder value, including the financial viability of the business. Among its numerous duties and responsibilities, the Board:

- oversees the strategic planning process, including approval of the strategic plan and corporate performance objectives of the Corporation;
- determines matters of corporate policy, assesses management’s execution of these policies and reviews the results achieved;
- directs management to implement systems to address risks and to periodically report to the Board on these systems and risks;
- on the advice and recommendations of the Management Resources Committee, appoints officers and guides existing management resources and succession planning; and
- oversees the communications policy of the Corporation and reviews and, where necessary, approves (directly or through one of the Board Committees) material disclosure documents of the Corporation, such as annual and quarterly financial statements, management’s discussion and analysis (“MD&A”), management proxy circulars for annual meetings, and annual information forms.

In addition, the Board has adopted terms of reference that were designed to assist the Board and management in clarifying their respective responsibilities and ensuring effective communication between them. A copy of the terms of reference of the Board of Directors is attached hereto as Appendix “C” to this Management Proxy Circular.

The Board has plenary power. Any responsibility not exclusively delegated to management or to a Committee of the Board remains with the Board.

Board Composition and Independence

The Board’s objective with respect to its composition is twofold: (i) to have a sufficient range of skills, expertise and experience to enable the Board to carry out its functions effectively, and (ii) to have directors that are fairly reflective of the investment that shareholders, other than the significant shareholder, have in the Corporation.

The Board is composed of nine directors, a number considered appropriate for facilitating effective dialogue and decision making. Generally, a director is considered to be “independent” if he or she has no direct or indirect material relationship with the Corporation that could, in the view of the Board, be reasonably expected to interfere with the exercise of the director’s independent judgment. Four of the Corporation’s directors are considered independent under this analysis, namely, Mmes. Nielsen and Reidel and Messrs. Di Clemente and McCarthy.

The remaining directors of the Corporation are not independent under NI 58-101 by virtue of their relationship with the Corporation. Mr. Krantz is the President and Chief Executive Officer (“CEO”) of the Corporation. Mr. Alonso is the Vice-President and Chief Financial Officer (“CFO”) of the Corporation. Mmes. Montoya and Thompson were nominated by the Corporation’s significant shareholder, Hiram Walker & Sons Limited (“HWSL”), and are employees of affiliates of HWSL’s parent company, Pernod Ricard North America, and Chivas Brothers Limited, respectively. Dr. Boulay was nominated by the Corporation’s significant shareholder, HWSL, and has served as external legal counsel of some Pernod Ricard Group subsidiaries since 1996, and as a director of each of Pernod Ricard Holding Corporation, Pernod Ricard Canada Ltee, Hiram Walker–Gooderham & Worts Inc., Hiram Walker & Sons Limited since 2006, West Indies Holding Corporation and Seagram China Ltd. since 2009. As a result of the technical reading of NI 58-101, a majority of the directors of the Corporation is not considered “independent” within the meaning of NI 58-101.

Further, the Board is composed of a majority of non-management directors. Of the Corporation’s nine directors, four of the directors are independent and only Messrs. Krantz and Alonso are management directors.

The Board has established procedures to enable it to function independently of management and to facilitate open and candid discussion among the independent directors and is satisfied that it can exercise independent judgment in carrying out its responsibilities. For instance,

- the Chair of the Board, Mr. George McCarthy, is an independent director and has, as primary function, the duty to facilitate the operations and deliberations of the Board and the satisfaction of the Board’s responsibilities under its terms of reference;
- the Board meets on a regular basis with the CEO and without other management present, and it also meets from time to time without the CEO;
- the Board expects management to be responsible for the operations of the business while respecting authorized financial limits and adhering to the strategic plan, operational budget and approved corporate policies; and
- the Board expects to be advised on a regular basis as to the results being achieved and in keeping with evolving conditions to be presented for approval alternative plans and strategies proposed to be implemented.

The Independent Committee of the Board, which is constituted of all of the independent directors of the Corporation, is responsible, among other things, for ensuring that the Board functions independently of management and exercises independent judgment in carrying out its responsibilities and meets regularly. See “Independent Committee” under “Committees of the Board”, below, for details concerning the Independent Committee.

For information regarding the attendance record of each director for all Board and Committee meetings held since the most recently completed financial year, please see page 18 of this Management Proxy Circular under the heading “Attendance of Directors in fiscal 2023 Board and Committee Meetings”.

Committees of the Board

The Board discharges its responsibilities directly, on the advice and recommendations of its Committees. The Board has established five standing Committees and delegates certain of its responsibilities to each of the Committees. In this regard, each Committee is mandated to report to the Board and to carry out certain responsibilities. However, all decisions, recommendations and proposals require full Board acceptance. The Board has approved terms of reference that govern the Board and each of the Committees of the Board.

The five standing Committees of the Board are: Audit Committee, Corporate Governance & Nominating Committee, Independent Committee, Management Resources Committee, and Retirement Committee. A summary of each Committee's mandate is as follows:

Audit Committee

The principal functions of the Audit Committee are to review the annual and interim financial statements, as well as the MD&A section of the Corporation's annual report containing financial information prior to its approval by the Board. The Audit Committee receives adequate and regular updates from management on all issues relating to audits, financial statements, MD&A, annual and interim earnings, press releases, procedures for disclosure of financial information and disclosure controls. The Audit Committee also considers the scope and extent of the annual audit and evaluates the external auditors' performance for the preceding fiscal year, reviews their fees and makes recommendations to the Board; examines the presentation and impact of significant risks and key management estimates and judgments that may have a material impact on the Corporation's financial reporting; examines the adequacy of the Corporation's internal accounting control procedures and systems; meets as required and at least quarterly, may exercise all the powers of the Board and deals with Board issues between regular Board meetings with certain exceptions prescribed by law; meets periodically with management, the internal auditors and the external auditors to receive reports on internal accounting controls and audit results and to review accounting principles and practices; pre-approves non-audit services not prohibited by law to be performed by external auditors in conformity with the terms of any authorization delegated to them by the Audit Committee; and oversees the integrity of the Corporation's management information systems.

The Audit Committee is currently composed of the independent directors and Ms. Montoya and is chaired by Ms. Reidel. During the period from July 1, 2022 to June 30, 2023, the Audit Committee met four times.

For additional information concerning the Audit Committee, please refer to the section entitled "Audit Committee" contained in the Annual Information Form of the Corporation dated September 25, 2023.

Corporate Governance & Nominating Committee

The Corporate Governance & Nominating Committee is responsible for overseeing and making recommendations to the Board of Directors with respect to the Corporation's approach to maintaining a high standard of corporate governance, including, but not limited to, determining a board size that promotes effectiveness and efficiency; assessing the effectiveness of the Board; assessing the performance of each director on an on-going basis; providing orientation designed to acquaint new directors with the Corporation and its governance process; determining directors' remuneration after considering time commitment, compensation provided by comparable companies and risks and responsibilities associated with the position; and authorizing individual directors to engage outside advisors at the expense of the Corporation. The Corporate Governance & Nominating Committee administers and reviews compliance with the Corporation's Code of Conduct; and receives adequate and regular updates from the CEO, the CFO and/or the General Counsel and Corporate Secretary, on all issues relating to corporate governance.

Another important role of the Corporate Governance & Nominating Committee is to select and appoint new nominees to the Board. In order to identify and propose nominees for election to the Board, the Corporate Governance & Nominating Committee looks for new nominees who have expertise in an area of strategic interest to the Corporation, the ability to devote the time required for Board service and a willingness to serve on the Board and any of its Committees.

The Corporate Governance & Nominating Committee is composed of five members, a majority of which consists of independent directors, and is chaired by Ms. Nielsen. The Board also ensures that the independent directors of the Committee exercise judgement in considering the nomination process, independent of the non-independent directors. During the period from July 1, 2022 to June 30, 2023, the Corporate Governance & Nominating Committee met three times.

Independent Committee

The Independent Committee is responsible for assessing and making recommendations to the Board of Directors in respect of matters where the interests of the minority shareholders of the Corporation may differ, or may be seen to differ, from those of the majority shareholder, HWSL, and its affiliates. This includes assisting the Board of Directors in fulfilling its responsibilities in connection with the assessment of related party transactions between the Corporation and the majority shareholder and its affiliates. The Independent Committee receives adequate and regular updates from the CEO, the CFO and/or the General Counsel and Corporate Secretary, on all issues, as appropriate.

The Independent Committee is composed of four members, all of whom are the independent directors of the Corporation and is chaired by Ms. Nielsen.

The Independent Committee meets regularly and during the period from July 1, 2022 to June 30, 2023, has held six formal separate meetings in the absence of management and non-independent directors. The Independent Committee also engages in discussions outside of regularly scheduled directors' meetings. Further, the Chair of the Board of Directors of the Corporation holds separate discussions with the independent directors throughout the year.

Management Resources Committee

The mandate of the Management Resources Committee is to administer the Corporation's executive compensation policy. The Management Resources Committee oversees succession planning and talent development processes for the CEO and senior executive roles and makes recommendations to the Board of Directors, including recommendations to the Board regarding the appointment of officers of the Corporation and executive compensation.

On an annual basis, the Management Resources Committee determines and advises the Board with respect to the CEO's general objectives and reviews the corporate targets for which the CEO has responsibility. The Management Resources Committee reviews, at least annually, the performance of the CEO and determines his compensation and benefits.

The Management Resources Committee also reviews annually with the CEO the performance of the senior executives of the Corporation and determines their eligibility for compensation and benefits. The Management Resources Committee receives regular updates from the CEO and/or the Vice-President, Human Resources, on all issues relating to compensation and human resources.

The Management Resources Committee is composed of three members, Mr. Donald Lussier (Chair), and Mmes. Lani Montoya and Helga Reidel. The members of the Management Resources Committee are independent directors except for Ms. Montoya, who is an executive officer of Pernod Ricard North America. The members of the Management Resources Committee are financially literate and have been senior executives and/or board members of several companies. Such experience enables them to have the ability to make decisions on the suitability of compensation practices. During the period from July 1, 2022 to June 30, 2023, the Management Resources Committee met two times.

The Board believes that the members of the Management Resources Committee individually and collectively have the necessary knowledge, skill and experience in executive compensation matters and general business leadership, to fulfill the Management Resources Committee's mandate. The Members of the Management Resources Committee have substantial knowledge and experience as current and former senior executives of large organizations.

For additional information regarding each member of the Management Resources Committee please see pages 12 to 16 of this Management Proxy Circular.

Please refer to the section entitled "Executive Compensation" contained in this Management Proxy Circular for further information.

Eckler Ltd. has provided actuarial and investment consulting services to the Corporation for the fiscal year 2023.

Retirement Committee

The Retirement Committee reviews, reports and advises the Board with respect to administration, funding and investment policies of the Corporation's pension plans, and receives adequate and regular updates from the CFO and/or the Vice-President, Human Resources, on all issues relating to the Corporation's pension plans.

The Retirement Committee is composed of four directors and is chaired by Mr. Krantz. During the period from July 1, 2022 to June 30, 2023, the Retirement Committee met one time.

Position Descriptions

Chair of the Board

The Chair of the Board is responsible for the efficient organization and operation of the Board and its Committees in order to facilitate the operations and deliberations of the Board and the satisfaction of the Board's responsibilities under its terms of reference; ensuring the effective communication between the Board and management, and that the Board effectively carries out its mandate; and reviewing the agenda for each meeting of the Board and reviewing the agendas for all meetings of the Board Committees. The Board has developed written position descriptions for the Chair of the Board and for the chair of each Board Committee. The responsibilities of each Committee chair are set out in the respective Committee's terms of reference. The position description of the Chair of the Board is available on Corby's corporate website at www.corby.ca.

Chief Executive Officer

The objectives of the CEO include the general mandate to manage the Corporation and its business, including financial and human resources and to maximize shareholder value. In addition, the Board has authorized the CEO to approve the commitment of funds for any non-budgeted transaction (consistent with the approved business plan of the Corporation) within a set monetary limit; to approve the commitment of the Corporation for any budgeted or otherwise approved transaction, regardless of the monetary limit; and to delegate authority to other officers and employees to commit the Corporation within set monetary limits. The CEO's objectives are discussed annually with the Management Resources Committee. The Board and the CEO have developed a written position description for the CEO.

Orientation and Continuing Education

The Corporation provides new directors with access to the CEO and all other senior management to provide each director with an understanding of the Corporation and its business. The Chair reviews with new directors the role of the Board, its Committees and its directors, the expectations of each member, including the rules and regulations with regard to the trading of the securities of the Corporation. Updates on the Corporation's business and activities are provided to directors on a regular basis to ensure that directors have the necessary knowledge concerning the Corporation's business to meet their obligations as directors. All directors are also encouraged to visit the Corporation's facilities with a view to enabling them to better understand the Corporation's business.

Ethical Business Conduct

As part of the Corporation's commitment to effective corporate governance, all directors, officers and employees of the Corporation must act in accordance with the Corporation's Code of Conduct (the "Code"). The Code has been adopted by the Board of Directors and senior management and requires every officer, director and employee to observe high standards of business and personal ethics as they carry out their duties and responsibilities. The Code sets forth guidelines, policies and procedures, which comprise the core principles applicable to all, and addresses ethical conduct, conflicts of interest and compliance with the law. The Code is administered by the Corporate Governance & Nominating Committee, which also oversees and monitors the Code and reports to the Board on the implementation and monitoring of the Code and all matters that arise related to its provisions, including any departures or waivers that are granted. Any person may obtain a copy of the Code by written request to the Corporate Secretary of the Corporation. The Board also ensures that the directors exercise independent judgment in considering transactions in respect of which a director or executive officer has a material interest by requiring all directors to adhere to the declaration of conflict of interest requirements mandated by the *Canada Business Corporations Act*.

Whistleblower Policy

The Corporation has also adopted a Whistleblower Policy to address the reporting, retention and treatment of complaints and concerns regarding questionable accounting, internal accounting controls or auditing matters. The Audit Committee is responsible for monitoring compliance of the Whistleblower Policy and reviews it on an annual basis. Any complaints and concerns raised under the Whistleblower Policy are brought to the attention of the Chair of the Audit Committee.

Board and Committee Assessments

The Chair of the Board is responsible for the effective operation of the Board and its Committees. Issues regarding quality of information and Board performance are reviewed at Board meetings. In addition, the Chair makes himself available at all times for discussions with individual Board members regarding Board performance. In carrying out his responsibilities, the Chair also reviews the contributions of its individual directors and considers whether the current composition of the Board promotes effectiveness and efficiency in its decision making. The Board conducts a formal assessment process annually. On an annual basis, the Corporate Governance & Nominating Committee formally assesses the effectiveness of each of the Board and its Committees and, bi-annually, informally, each individual director relative to: (i) in the case of the Board and each Committee of the Board, their roles and responsibilities and the Board or each Committee's mandate, as applicable, and (ii) in the case of individual directors, the applicable position description, as well as the competencies and skills that each individual director is expected to bring to the Board. The Chair of the Corporate Governance & Nominating Committee reports to the Board on the evaluation of the performance of the Board and each Committee.

Corporate Disclosure and Communication

The Board oversees the Corporation's continuous disclosure program, which is structured to ensure that relevant information is released in a timely fashion. The Corporation has adopted a written Corporate Disclosure Policy. The policy is reviewed at least every two years by the Board and contains guidelines for the timely dissemination of material information, including how to determine what information is material, how and when the information is to be disclosed, and who is authorized to act as spokespersons of the Corporation. The Board approves communications with respect to financial issues or developments, including annual and quarterly financial statements, MD&A, and press releases.

Related Party Transaction Policy

In discharging its duty to supervise the management of the business and affairs of the Corporation for the benefit of all shareholders, the Board of Directors of the Corporation seeks to identify and resolve any perceived or actual conflict between the interests of the Corporation and the interests of the Corporation's majority shareholder Pernod Ricard S.A. ("PR") or any of its affiliates. This effort is in addition to the provision in the Corporation's governing corporate statute, the *Canada Business Corporations Act*, providing for the disclosure of any interest which a director or officer of Corby may have in a material contract or transaction between the Corporation and another party, and Multilateral Instrument 61-101 – *Protection of Minority Security Holders in Special Transactions*.

Effective June 3, 2008, the Board of Directors of the Corporation has determined that in addition to any other approval which may be required, any transaction or contract to be entered into between the Corporation and PR or any of its affiliates which involves a value in excess of \$1,000,000, or any material amendment or waiver of rights under, or the termination or renewal of, any such transaction or contract, must be approved by a majority of those members of the Board of the Corporation who are not employed by, or officers or directors of, PR or any of its affiliates. This approval requirement applies even if the transaction or contract is one which, in the ordinary course of the Corporation's business, would not require approval by the Board of the Corporation.

APPENDIX “C”

CORBY SPIRIT AND WINE LIMITED (the “Corporation”)

TERMS OF REFERENCE – BOARD OF DIRECTORS

Title: Board of Directors of the Corporation (the “Board”)

Appointment: Directors are elected annually by the shareholders of the Corporation and together with those appointed to fill vacancies or appointed as additional directors throughout the year, collectively constitute the Board.

Function: The Board establishes the overall policies for the Corporation; monitors and evaluates the Corporation’s strategic direction and retains plenary power for those functions not specifically delegated by it to its Committees or to management. Accordingly, in addition to the duties of directors of a Canadian corporation as prescribed by statute, the mandate of the Board is to supervise the management of the business and affairs of the Corporation with a view to evaluate, on an ongoing basis, whether the Corporation’s resources are being managed in a manner consistent with enhancing shareholder value, ethical considerations and corporate social responsibility.

Committees: The current committee structure of the Corporation includes the following Committees: Audit, Corporate Governance & Nominating, Independent, Management Resources, and Retirement. The mandate of each standing Committee is reviewed periodically by the Board with a view to delegating to Committees the authority of the Board concerning specified matters appropriate to such Committees. Such authorities are set forth in Board resolutions or by-laws pertaining to the charters of Board Committees.

Key Responsibilities:

1. Selecting the Chair for the Board of Directors annually or as otherwise required;
2. Reviewing and approving, prior to the beginning of each fiscal year, the business plan, capital budget and financial goals of the Corporation, as well as longer term strategic plans (taking into account the opportunities and risks of the business) prepared and elaborated by management and, throughout the year, monitoring the achievement of the objectives set;
3. Reviewing and approving all regulatory filings, such as the annual report, management proxy circular, annual information form and reports required by securities regulators;
4. Ensuring that it is properly informed, on a timely basis, of all important issues (including cash management and business development issues) and developments involving the Corporation and its business environment;
5. Identifying, with management, the principal risks of the Corporation’s business and the systems put in place to manage these risks, as well as monitoring, on a regular basis, the adequacy of such systems;
6. Adopting and enforcing good corporate governance practices and processes;
7. Monitoring the efficiency and integrity of internal control and management information systems;
8. Ensuring proper communication with shareholders, customers and governments;
9. Recommending to shareholders, pursuant to the recommendation of the Audit Committee, the appointment of auditors and approving auditor compensation where authorized by shareholders;

10. To the extent feasible, satisfying itself as to the integrity of the President and Chief Executive Officer (the “CEO”) and other senior officers and that the CEO and other senior officers create a culture of integrity throughout the organization;
11. Developing with the CEO a position description for the CEO and developing and approving the corporate goals and objectives that the CEO must meet;
12. Reviewing and ratifying the Management Resources Committee’s assessment of the performance of the CEO and senior executives;
13. Ensuring proper succession planning, including appointing, training and monitoring senior executives;
14. Assessing annually the performance of the Board, its Committees and each of its directors;
15. Nominating or appointing directors, as appropriate, based on the advice of the Corporate Governance & Nominating Committee and considering the size of the Board and the competencies and skills of directors and proposed directors;
16. Ensuring the new directors receive comprehensive orientation to the Board and that an appropriate continuing education program is made available to all directors; and
17. Ensuring that the compensation of directors realistically reflects the responsibilities and risks involved in being an effective director.

Long-term goals and strategies for the Corporation are developed as part of management’s annual strategic planning process with the Board, which also includes the preparation of a detailed one-year operating plan. Through this process, led by the CEO and senior management of the Corporation, the Board adopts the operating plan for the coming financial year and monitors senior management’s relative progress through a regular reporting and review process. The Board reviews on a quarterly basis the extent to which the Corporation has met the current year’s operating plan.

Consistent with the Board’s power to delegate management of the day-to-day operation of the Corporation’s business, the Board exercises business judgment in establishing and revising guidelines for authorization of expenditures or other corporate actions, and these have been periodically reviewed with management.

The Board has put policies in place to ensure effective, timely and non-selective communications between the Corporation, its stakeholders and the public. The Board or the appropriate Committee thereof reviews the content of the Corporation’s major communications to shareholders and the investing public, including the quarterly and annual reports, and approves the management proxy circular and the annual information form. The disclosed information is released through mailings to shareholders, newswire services, the general media, on the Corporation’s corporate website at www.corby.ca and on SEDAR+ at www.sedarplus.ca.

Qualifications and Procedures

At least twenty-five per cent (25%) of the directors of a corporation must be resident Canadians, as defined by the *Canada Business Corporations Act*, and a majority of the directors shall be independent directors. The Board shall review and affirmatively determine the status of each director.

These percentages also apply to director attendance at any Board meetings.

The independent directors shall meet at regularly scheduled executive sessions, at least quarterly, without management present. If the Chair of the Board is an independent director, he/she will preside over the executive sessions of the Board. Otherwise, the independent directors shall designate and publicly disclose the name of the independent director, who will preside at the executive sessions.

The Board may retain such external consultants and advisors (at the Corporation’s expense), as it deems necessary, from time to time, to fulfill its duties and responsibilities.

The Board’s operational procedures are set out in the by-laws of the Corporation, as amended, from time to time.