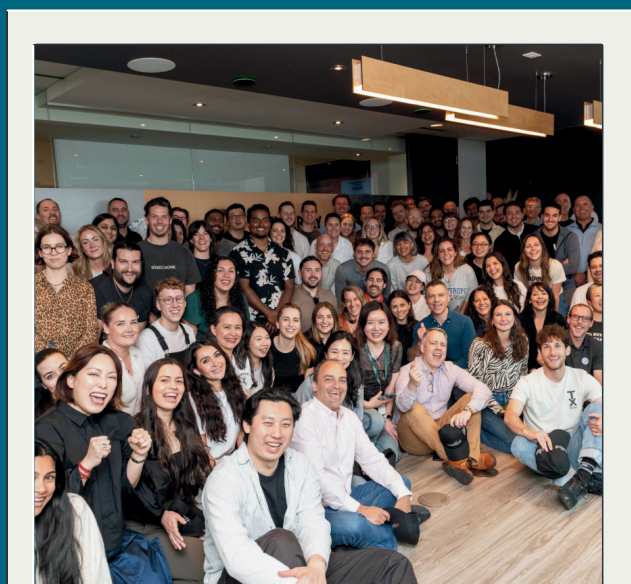




SPIRITED MOMENTS

Coast to Coast

2025 ANNUAL REPORT
CORBY SPIRIT AND WINE LIMITED



CORBY

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ABOUT CORBY SPIRIT AND WINE

Corby Spirit and Wine Limited is a leading Canadian manufacturer, marketer and distributor of spirits, wines and ready-to-drink (RTD) beverages, founded in 1859 in Corbyville, Ontario.






Corby's portfolio of owned-brands includes some of the most renowned brands in Canada, including J.P. Wiser's®, Lot 40®, and Pike Creek® Canadian whiskies, Lamb's® rum, Polar Ice® vodka, McGuinness® liqueurs, Cottage Springs®, Nude® RTD beverages, Ungava® gin, Cabot Trail® liqueur, Chic Choc® spiced rum, and the Foreign Affair® wines.

Through its affiliation with Pernod Ricard S.A., a global player in the spirits and wine industry, Corby also represents leading international brands such as Absolut® vodka, The Glenlivet® Scotch whisky, Jameson® Irish whiskey, Skrewball® whiskey, Olmeca Altos® tequila, Beefeater® gin, Malibu® and Bumbu® rums, Kahlúa® liqueur, and Mumm® champagne. Corby also represents other leading brands through separate agreements including Vinarchy North America Inc.'s Jacob's Creek®, Stoneleigh® and Campo Viejo® wines.

KEY FINANCIAL METRICS

For Fiscal Year 2025

Revenue	Adjusted EBITDA ⁽¹⁾	Adjusted EPS ⁽²⁾
 \$246.8m +7%	 \$64.0m +7%	 \$1.08 +7%

⁽¹⁾ Please refer to the "Non-IFRS Financial Measures" section in the MD&A for the year ended June 30, 2025
⁽²⁾ Adjusted Basic Net Earnings Per Share. Please refer to the "Non-IFRS Financial Measures" section in the MD&A for the year ended June 30, 2025

- #1

Canada's leading publicly listed spirits, wine and RTD company
- #2

Corby's position in the Canadian spirits market and Pernod Ricard's position worldwide
- 3

of the top 10 spirits brands in Canada by value:
Absolut, J.P. Wiser's & Jameson



Dear Shareholders,

Fiscal 2025 was a year that demanded more than performance; it called for leadership. In an environment defined by economic uncertainty, shifting regulations, and evolving consumer preferences, Corby strengthened its market position, while leading with purpose and driving sustainable growth in Canada’s multi-beverage alcohol market.

We closed FY25 with robust momentum, marked by continued share gains in spirits and the rapid expansion of our ready-to-drink (RTD) business. **This marks our third consecutive year of outperforming the overall spirits market in value**, underscoring the power of our diversified brand portfolio, the clarity of our strategy, and our commitment to our people, partners, and shareholders.

We are a company in motion, driven by our purpose, our brands, and a relentless focus on execution. FY25 was a breakthrough year, guided by a deep understanding of our consumers and brought to life through bold innovation, operational excellence, cultural relevance, and disciplined investments. We brought people together in the spirit of conviviality and reinforced our leadership in an increasingly competitive industry.

Navigating a Dynamic Market with Confidence

Volatility defined the marketplace in FY25. Across Canada, changing purchasing patterns and consumption trends, shifting provincial regulations, the first-ever LCBO strike, trade tensions, and evolving routes-to-market added further complexity.

Corby leaned into this unpredictability with discipline and clarity. We sharpened execution, deepened our use of data, and remained focused on our strategy. This allowed us to transform headwinds into opportunities. We expanded our footprint across Canada, leveraged the full potential of our spirits, RTD and wine portfolio, and **unlocked growth** in key categories.

Corby demonstrated resilience and continued to outpace the market in volume and value, broadening our consumer base and scaling our brands to new highs, despite the overall Canadian spirits market’s 5% decline in value in FY25.

Proudly Canadian Spirit, Proudly Agile

In moments of uncertainty, identity becomes a strategic advantage. During FY25, Corby leveraged the power of its strong Canadian brands and 166-year heritage as a competitive edge.

The “Proudly Canadian” initiative was deployed with speed and precision in reaction to global pressures, especially across the border. Through high-impact store activations, engaging packaging, and national media visibility, heritage became a growth driver, fueling measurable gains. Our Canadian whisky portfolio delivered standout growth, with **Lot No. 40 growing its retail value by +39.4% in FY25**. In Q4 alone, Corby delivered **+3.7% growth in spirits value**, outpacing a declining market. We didn’t just celebrate Canadian pride; we converted it into commercial performance. That’s the spirit of Corby.

Fueling Growth Through Bold Innovation

Our progress is powered by bold and consumer-focused innovation, which accounted for more than half of our organic revenue⁽¹⁾ growth in FY25. Innovation extended our reach across categories and created fresh connections with consumers in new and meaningful ways.

From indulgent flavour experiences like **Polar Ice Beavertails Cinnamon Sugar** to elevated moments with **The Glenlivet 40-Year-Old** and the award-winning **J.P. Wiser’s Decades Series**, we pushed boundaries while staying true to our heritage. Meanwhile, innovations such as **Jameson Triple Triple**, **Malibu Strawberry Daiquiri**, and **Absolut Espresso Martini** tapped into emerging trends, reflecting not just creativity, but also reinforcing our leadership in the marketplace through new products that resonate with consumers and create lasting value.

Strength in Every Sip: Participating in the RTD Opportunity

Corby’s culture of innovation and focus on market leadership is clearly evident in the ready-to-drink category, the fastest-growing segment in beverage alcohol. Only three years ago, RTDs were a nascent

(1) Corby uses certain non-IFRS financial measures which management believes are important supplemental measures of operating performance, highlight core business trends that may not otherwise be apparent when relying solely on IFRS financial measures. Please refer to the “Non-IFRS Financial Measures” section in the MD&A for the year ended June 30, 2025 for further information.

part of our business. Today, when excluding Nude, they have shown double-digit growth and category-leading momentum in FY25. Through the strategic acquisitions of Ace Beverage Group (ABG) and Nude in recent years, alongside Pernod Ricard and Corby branded RTDs, we have rapidly expanded our portfolio and have quickly emerged as a top four player in RTDs in Canada.

Our RTD strategy is firing on all cylinders, expanding distribution through new grocery and convenience channels, deepening our presence in Western Canada, and harnessing ABG’s proprietary innovation engine enabling us to bring products to market faster and with greater impact, fueling a robust pipeline. Standout RTD launches like **Jameson Orange Spritz**, **Absolut Ocean Spray**, ABG’s **Twisty’s** with its resealable lid, and the nostalgic **Rocket Berry Vodka Water** are winning with both new consumers and loyal fans.

We are building upon this momentum with one clear ambition: **to become #1 in the RTD category in Canada.**

Rooted in Culture with Iconic Partnerships

Corby’s brands don’t just sit on shelves; they live in culture. In FY25, we forged powerful **strategic partnerships** that placed our portfolio at the heart of music, sport, and community.

From **J.P. Wiser’s official partnership with the National Hockey League (NHL)**, complete with limited-edition bottles, to **Jameson’s “It Must Be A Jameson”** platform amplified through **Major League Soccer (MLS)**. From **Absolut’s sponsorship of Osheaga**, Canada’s #1 music festival, and the Alberta **Badlands Music Festival**, to **Cottage Springs as the official partner of the RBC Canadian Open**. Each collaboration created unforgettable experiences that **strengthened connections with consumers** through meaningful moments, reflecting the conviviality that defines our leadership in the Canadian marketplace.

The Strength Behind the Spirit: Operations and Execution Excellence

Behind our consumer-facing success is a steadfast commitment to **operational excellence**. We continued to move faster, operate smarter, and navigate a complex and evolving environment with agility.

We advanced our use of technology, arming our team with sharper commercial intelligence and enabling faster, more informed decisions that benefit customers and consumers alike. Our refined On-Premise Strategy and

Retail framework, combined with a new route-to-market in Ontario, allowed us to defend and grow key listings, such as at Costco and Circle K, while capturing new retail opportunities nationwide.

Efficiency remains a core driver of shareholder value. Our parent company and Pernod Ricard affiliate, Hiram Walker and Sons Limited (HWSL), and the Canada Supply Chain team maintained a strong focus on operational excellence through FY25. This included ensuring continued availability of Kahlúa for Canadian consumers despite trade tensions, improving our RTD co-packer and warehousing model, optimizing transportation, and strengthening inventory management in Western Canada.

From Coast to Coast to Community: Building a Sustainable Future

Responsibility remains at the heart of how we operate. In FY25, we deepened our partnership with the **Gord Downie & Chanie Wenjack Fund** through education sessions and events, expanded our **ERG mentoring program**, and launched new inclusion initiatives.

We proudly joined One Young World, engaging global peers on topics of responsible hosting and environmental leadership. We activated **Drink More Water**, which will serve as a flagship initiative in the years ahead, advancing our commitment to moderation and responsible enjoyment. We also marked the tenth year of **Corby Safe Rides with the J.P. Wiser’s “Wiser Way Home” campaign**, extending its reach from Toronto to Calgary.

Looking Ahead: Innovation, Agility, and Opportunity

As we close the chapter on FY25, **I am incredibly proud of Corby’s strong performance**, building value share, deepening cultural relevance, and accelerating growth in RTDs and premium spirits. These achievements reflect the strength of our strategy and the relentless commitment of our team. Looking ahead, Corby is well positioned to sustain commercial momentum in a shifting market by leveraging our core strengths and diversified portfolio. We remain committed to building on our strong track record of performance, driving innovation, and delivering long-term shareholder value.

We raise a glass to our consumers, customers, partners, employees and, above all, to our shareholders. Your trust and **shared spirit** are what fuel Corby’s future. This is Corby.



NICOLAS KRANTZ
President & CEO

2025 BRAND HIGHLIGHTS



POLAR ICE

The #1 Canadian vodka in value, Polar Ice grew +4.5%, outpacing the category by +10.3 points. With its playful “No Fuss Vodka” platform, the brand is winning over a new generation through a series of unique innovations like BeaverTails® Cinnamon Sugar Vodka, Berry Blizzard and a new RTD range.



LOT NO. 40

Canadians are reaching for homegrown whisky, and Lot No. 40 is answering the call. This bold 100% rye, copper pot-distilled and oak-aged spirit grew at +39% in FY25. Lot No. 40 delivers unique Canadian character and craftsmanship winning over premium spirits lovers coast-to-coast.



MALIBU

With the launch of Malibu’s “Clock Off” campaign, Malibu is helping people clock out of work mode and into good vibes, serving up surprise-and-delight experiences with PR-worthy stunts and TikTok-ready moments. With +1.4% in volume growth, Malibu has helped consumers reclaim “you time”.



BUMBU

Bumbu is redefining rum in Canada, posting strong +7.9% growth in volume and +10.1% growth in value. Fueled by bold expansion, disruptive visibility, and a lifestyle-driven brand proposition that is resonating with consumers, Bumbu has ambitious plans to continue its momentum in 2026.



J.P. WISER’S: PROUD CANADIAN WHISKY

J.P. Wiser’s is reigniting excitement in Canadian whisky. Our three-year NHL partnership marks a thrilling new chapter for the brand, positioning J.P. Wiser’s as the whisky of game night and a proud symbol of Canadian spirit. With strong momentum behind J.P. Wiser’s 10-Year-Old (+3.5% in value vs the category -1.9%), and the Decade Series earning double Gold at the Canadian Whisky Awards, we’re proving a brand rooted in heritage can help shape the future of the category.



ABSOLUT

Absolut celebrated its second year as the official vodka for Canada’s #1 music festival – Osheaga, demonstrating the brand’s cultural relevance and momentum, having outpaced the category by +1.1 points. That same spirit is behind Absolut Espresso Martini Ready-to-Serve, a standout innovation tapping into the cocktail culture.



THE GLENLIVET

The Glenlivet reigns as Canada’s #1 single malt Scotch whisky by volume and value, having outpaced the category by +3.3 points. Generating over 42 million impressions at launch, The Glenlivet 40-Year-Old is the oldest permanent expression the brand has ever released, and it’s a powerful tribute to the people, passion, and patience that define The Glenlivet.



JAMESON

Jameson is the #1 Irish whiskey and the #4 whisk(e)y brand in Canada by value, having grown +0.6 points ahead of the Irish whiskey category. The “Must Be a Jameson” campaign is resonating, supported by a multi-year MLS partnership and vibrant St. Paddy’s Day Block Parties nationwide. The launch of Jameson Triple Triple, a triple-distilled whiskey finished in three distinct casks, further expands the portfolio & excitement.



ALTOS

Altos continued its rise, and drove strong growth with a remarkable +35% increase in value (excluding Ready-to-Serve, “RTS”). RTS further added to this success through the expansion of the franchise with Lime and Strawberry Margarita.



COTTAGE SPRINGS

In FY25, Cottage Springs gained momentum across Canada with +32% volume increase in R3 to June 2025 vs the category at +9.2%, having delivered exciting innovation, with a diverse lineup of high performing launches including the Rocket Berry Vodka Water Bag-in-Box, Punched Up Pink Lemonade, Real Juice Vodka Water 8-pack, Twisty’s Gin Sodas, and The Transfusion 4-pack.



CASA DEL REY

It was a breakout year of strong growth for Casa Del Rey RTD, having reached 41.5k 9L cases in volume, signaling the powerful consumer resonance and brand momentum in a competitive market.



ABSOLUT OCEAN SPRAY

Absolut Ocean Spray RTD blends two iconic brands, Absolut Vodka and Ocean Spray into one unforgettable experience. The Absolut Ocean Spray Variety Pack surged into the top 10 RTD innovations in FY25. With a vibrant range of flavours, this collaboration has captured consumer attention and excitement in the category.



MALIBU

Malibu RTDs (incl. RTS) grew 18.5% in retail value in FY25, with the successful launch of Malibu Pina Colada RTD playing a key role in the overall growth of the Malibu RTD portfolio.

REDEFINING WINE

FY25 marked a year of strong momentum in wine as we laid the foundation for success. Led by the strength of Jacob’s Creek, Stoneleigh and Campo Viejo our wine business delivered standout performance in FY25 with a solid +2.7% increase in volume, significantly gaining share and outperforming the wine category, which saw a -3.6% decline in volume.

Through our new partnership with Vinarchy North America, Inc. we look forward to redefining wine and driving growth in the years ahead.



**Note: R3 to June = Rolling 3 months up to and including June; R12 to June = Rolling 12 months up to and including June*

**Note: All data R12 to June 2025, incl. Duty Free unless otherwise stated*

**Note: Jameson compared vs Total Whisky (Irish Whisky, Canadian Whisky, Blended Scotch, Single Malt Scotch, & Bourbon)*

Sustainability & Responsibility (S&R) Strategy

At Corby, we believe success should be shared with our planet, our people, and our communities. Shaped by four strategic pillars, the 2030 Good Times from a Good Place S&R strategy addresses all aspects of the beverage alcohol business, from grain to glass.



OUR 4 STRATEGIC PILLARS:



Nurturing Terroir

We are an agricultural business at our core. Our products take their character from the land where they are grown. We nurture every terroir and its biodiversity and respond to the challenges of climate change to ensure quality ingredients now and for generations to come.



Valuing People

We care about our people, and we take care of each other. Our business is about connection, and that means showing care and respect for people everywhere. We commit to supporting equal opportunities and empowering people across our supply chain.



Circular Making

We're shaping a more circular and convivial world together. We share a world of finite resources, under huge pressure. We minimize waste at every step by imagining, producing, and distributing our products and experiences in ways that optimize and help preserve natural resources.



Responsible Hosting

We bring people together responsibly. Our products bring people together, in the spirit of conviviality. As a leader in spirits, we aim to reduce alcohol overconsumption and engage with our stakeholders for real change.

ESG Connecting Communities as We Build a Sustainable Future

NURTURING TERROIR



Effective FY25, 100% of the sugarcane used at Hiram Walker and Sons Limited (HWSL), which supplies 90% of Corby's spirit production, is BonSucro certified, a globally recognized certification. This ensures environmental and social responsibility while strengthening supply chain resilience, helping safeguard production stability and brand reputation.

HWSL also worked with key corn suppliers to advance regenerative agriculture practices that promote carbon sequestration, biodiversity and resilient farming communities. These initiatives mitigate climate-related risks and align with consumer demand for sustainably produced products, reinforcing Corby's competitive advantage.

The Foreign Affair Winery achieved its third year of certification under Sustainable Winegrowing Ontario, reinforcing our commitment to environmental stewardship. The winery has dedicated one hectare to pollinator support and land regeneration, seeding native plants to strengthen local ecosystems and reduce invasive species. Additional land is also being restored for future use.

VALUING PEOPLE



In FY25, Corby deepened its partnership with the Gord Downie & Chanie Wenjack Fund through the Legacy Space program. Initiatives such as a Land Acknowledgment Workshop and a company-wide Walk for Wenjack advanced learning and reconciliation efforts and

strengthened Corby's reputation as a responsible corporate citizen. We launched our Employee Resource Group (ERG) mentoring program to accelerate career development and foster inclusion. In addition, employees from coast-to-coast celebrated Corby's 13th annual Responsib'all Day, giving back to communities and reinforcing our S&R commitments.

Health and safety remained central to our culture and performance. Through the BeTheOne(s) campaign, we enhanced workplace safety, contributing to Pernod Ricard's Safety on the Edge Platinum Award. These efforts help safeguard our people, reduce risk, and support long-term business resilience.

CIRCULAR MAKING



One hundred percent of the electricity used across our Canadian production sites and offices (excluding ABG) is sourced from renewable energy.

At Corby, our Canadian production sites, including HWSL, Ungava and The Foreign Affair Winery, reduced CO2 emissions by 20% and water use by 12%, advancing efficiency and cost-saving targets while mitigating climate risk.

All sites upheld our zero-waste-to-landfill commitment. At HWSL, 70,000 tonnes of wet cake (a grain byproduct) were repurposed as animal feed for 87 local farms, reducing CO2 emissions by an expected 4,000 metric tonnes. This circular model strengthens our

environmental performance and creates value for local communities and partners.

RESPONSIBLE HOSTING



Nicolas Krantz, President and CEO, was a keynote speaker at One Young World, spotlighting Corby's flagship Drink More Water initiative and advocating for responsible consumption.

Through Pernod Ricard's Bar World of Tomorrow, a free program supporting sustainable bartending, we strengthened our partnership with the Toronto Institute of Bartending, hosted industry events and trained our full Commercial Team on alcohol-related risks and moderation.

We also marked 10 years of the Corby Safe Rides program with the J.P. Wiser's "Wiser Way Home" campaign, expanding from Toronto to Calgary.

At Corby, sustainability and responsibility aren't just commitments, they drive performance, trust, and long-term value. Embedding these priorities across our people, brands, and operations builds a more resilient business for the future.



CFO MESSAGE



Dear Shareholders,

Fiscal 2025 was a **strong year of financial performance for Corby Spirit and Wine**, driven by growth, cost management, and strong cash flow. Despite a dynamic market environment, **our full-year results highlight our resilient model and strategy to drive sustained growth in profitability.**

We achieved record **annual revenue of \$246.8 million** in fiscal 2025, an **increase of 7% over the prior year**, supported by the first full-year contribution of our Nude brands acquisition. Our organic revenue⁽¹⁾ growth of 2% was realized in the context of a declining spirits market. **This result showcases the strength of our teams, including our adaptability to new trends and opportunities.** Our sales and supply chain execution excellence, combined with targeted investments to build equity in our core brands, enabled us to **gain spirits market share in value for the third consecutive year**, with fourth quarter results reflecting our ability to capitalize on the removal of US-origin products from Canadian retail store shelves. Meanwhile, our **RTD portfolio remained a key growth engine**, benefiting from expanded distribution and strong innovations.

A core focus throughout the year was to sustain profitability while investing in our brands and strengthening competitiveness. This balanced approach **steered us toward a record annual Adjusted EBITDA⁽¹⁾ of \$64.0 million**, reflecting **an increase of 7% over fiscal 2024**, **Adjusted Net Earnings⁽¹⁾ growth of 7%** to \$30.6 million and **Reported Net Earnings growth of 15%** to \$27.4 million. Our ability to maintain strong margins reflects a combination of disciplined cost management, effective pricing and promotional optimization, and new operational efficiencies, supporting long term growth.

Cash generation was another highlight of fiscal 2025. **Cash flow from operating activities increased by an impressive 42% to \$44.8 million**, driven by earnings growth and improved working capital. This strong cash generation, coupled with disciplined balance sheet management, **reduced our Net Debt⁽¹⁾ to Adjusted EBITDA⁽¹⁾ ratio to 1.4x**, as compared to 1.8x at the end of fiscal 2024. These results provide financial flexibility for Corby to continue investing in strategic opportunities while also returning capital to shareholders through quarterly dividends. **Our Board of Directors declared a dividend of \$0.23 per**

share for the fourth quarter of fiscal 2025, which **represents an increase of 5%** compared to the same period last year. **Our full-year dividend payout ratio⁽¹⁾ of 57%** in fiscal 2025 underscores our sustainable dividend policy. We remain committed to a stable and balanced capital allocation strategy, focused on **growth, profitability, and shareholder returns.**

Looking ahead, we intend to **build on our strong foundation to continue outpacing the spirits market** in value, **accelerating the expansion of RTDs**, while **improving efficiency.** Our portfolio remains aligned with consumer trends, while our financial discipline allows us to invest in priority brands, support innovation, and deliver shareholder value. We are confident that **Corby is well-positioned to continue driving growth and deliver sustainable long-term shareholder value** in the years ahead.

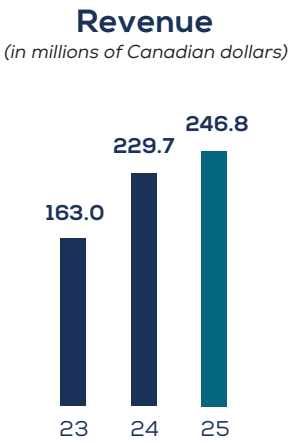
I would like to extend my sincere thanks to our employees for their dedication and to our shareholders for their steadfast trust and support.

Sincerely,

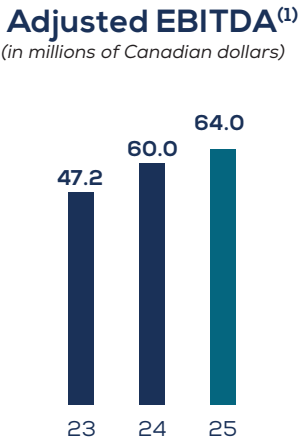
Juan Alonso, Chief Financial Officer

FINANCIAL HIGHLIGHTS

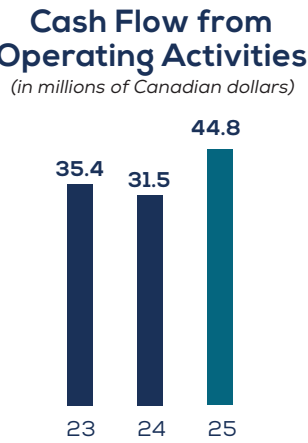
As at and for the years ended June 30, 2025, 2024 and 2023 (in millions of Canadian dollars, except per share amounts)	2025	2024	2023
Results			
Revenue	\$ 246.8	\$ 229.7	\$ 163.0
Adjusted EBITDA ⁽¹⁾	64.0	60.0	47.2
Earnings from operations	46.1	40.7	28.3
Adjusted earnings from operations ⁽¹⁾	47.8	44.6	32.4
Net earnings	27.4	23.9	22.0
Adjusted net earnings ⁽¹⁾	30.6	28.5	25.3
Cash flow from operating activities	44.8	31.5	35.4
Financial Position			
Working capital	\$ 99.9	\$ 102.6	\$ 200.8
Total assets	402.8	420.5	362.6
Shareholders' equity	183.3	181.6	180.0
Per Common Share			
Earnings from operations	\$ 1.62	\$ 1.43	\$ 1.00
Adjusted earnings from operations ⁽¹⁾	1.68	1.57	1.14
Net earnings	0.96	0.84	0.77
Adjusted net earnings ⁽¹⁾	1.08	1.00	0.89
Dividends paid	0.90	0.84	0.88
Shareholders' equity	6.44	6.38	6.32
Financial Ratios			
Working capital	2.4x	2.3x	3.9x
Return on average shareholders' equity ⁽²⁾	15.0%	13.2%	12.1%
Cash conversion ⁽³⁾	1.6x	1.3x	1.6x
Net debt (Cash) / Adjusted EBITDA ⁽⁴⁾	1.4x	1.8x	(1.2)x
Dividend payout ⁽⁵⁾	57%	76%	71%



Revenue increased \$17.1 million or 7% year-over-year, driven by the full-year contribution of acquired Nude Brands and steady organic revenue⁽¹⁾ growth, reflecting solid domestic case goods gains and strong commission sales & RTD performance from innovation and retail modernization in a dynamic market.



Significant year-over-year revenue growth, supported by targeted investments behind key brands including J.P. Wiser's and Polar Ice vodka and the realization of organizational efficiencies, helped to drive strong earnings and profitability growth in FY25. As a result, Full year Adjusted EBITDA⁽¹⁾ of \$64.0 million increased by 7% compared to the prior year.



Significant growth in cash flow from operating activities of \$13.3 million or 42% year-over-year, driven by higher earnings, favourable working capital timing, and lower tax payments, including refunds related to prior years.

Quarterly Consolidated Financial Information

	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
(in millions of Canadian dollars, except per share amounts)	FY25	FY25	FY25	FY25	FY24	FY24	FY24	FY24
Operating revenue	\$ 72.0	48.0	61.7	65.1	\$ 66.5	48.5	56.0	58.6
Earnings from operations	10.4	7.7	13.0	15.0	8.7	9.2	11.4	11.4
Adjusted Earnings from operations ⁽¹⁾	11.5	7.7	13.0	15.6	9.2	9.2	12.0	14.3
Adjusted EBITDA ⁽¹⁾	15.6	11.7	17.2	19.5	13.3	13.0	15.7	18.1
Net earnings	\$ 6.2	4.0	7.9	9.3	\$ 4.8	4.3	7.3	7.5
Adjusted Net earnings ⁽¹⁾	7.5	4.5	8.4	10.2	5.4	5.6	7.8	9.6
Cash flow from operating activities	\$ 15.5	(6.3)	31.9	3.7	\$ 16.9	(6.5)	26.0	(4.8)
Per Share Information								
Net earnings	\$ 0.22	0.14	0.28	0.33	\$ 0.17	0.15	0.26	0.26
Adjusted Net earnings ⁽¹⁾	0.26	0.16	0.30	0.36	0.19	0.20	0.27	0.33
Dividend paid	\$ 0.23	0.23	0.22	0.22	\$ 0.21	0.21	0.21	0.21

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(2) Net earnings divided by average shareholder's equity over the last two consecutive fiscal years
(3) Cash flow from operating activities divided by full year reported net earnings
(4) Net Debt refers to the cash and deposits in cash management pools of the company, less bank indebtedness and credit facilities payable and long-term debt. Please refer to the "Non-IFRS Financial Measures" section of Corby's fiscal year 2025 Management's Discussion and Analysis for further information.
(5) Full-year dividends paid divided by cash flow from operating activities

WHY INVEST IN CORBY?

1

- Largest publicly-listed, multi beverage alcohol company in Canada with the **most comprehensive & diverse portfolio** in the industry

2

- Close partnership with **Pernod Ricard, a global industry leader**, bringing strategic advantages, best practices, and operational and financial support to Corby

3

- Clear strategic priorities to **continue gaining value share**, with Corby outpacing the spirits market in value for three consecutive years

4

- **Operational excellence in execution** with a strong track-record of impactful innovations, unparalleled marketing capabilities and cost synergies through acquisitions

5

- Financial consistency reflected in **resilient revenue, healthy balance sheet, strong cash flow generation** supporting attractive and **growing dividends**



CORBY SPIRIT AND WINE LIMITED Management's Discussion and Analysis June 30, 2025

The following Management's Discussion and Analysis ("MD&A") dated August 20, 2025 should be read in conjunction with the audited consolidated financial statements and accompanying notes as at and for the year ended June 30, 2025 ("full year"), prepared in accordance with IFRS Accounting Standards ("IFRS"). Information for the three months ended June 30, 2025 and 2024 were not audited.

This MD&A contains forward-looking statements, including statements concerning possible or assumed future results of operations of Corby Spirit and Wine Limited ("Corby" or the "Company"), including the statements made under the headings "Strategies", "Significant Event", "Liquidity, Contractual Obligations and Capital Resources", "Recent Accounting Pronouncements" and "Risks & Risk Management". Forward-looking statements typically are preceded by, followed by or include the words "believes", "will", "expects", "anticipates", "estimates", "intends", "plans" or similar expressions. Forward-looking statements are not guarantees of future performance. They involve risks and uncertainties, including, but not limited to: the impact of competition; the impact, and successful integration, of acquisitions; business interruption; trademark infringement; consumer confidence and spending preferences; regulatory changes; general economic conditions; geopolitical events, including disputes between nations, war and international sanctions; and the Company's ability to attract and retain qualified employees. There can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. Accordingly, readers should not place undue reliance on forward-looking statements. These factors are not intended to represent a complete list of the factors that could affect the Company and other factors could also affect Corby's results. For more information, please see the "Risks & Risk Management" section of this MD&A.

This document has been reviewed by the Audit Committee of Corby's Board of Directors and contains certain information that is current as of August 20, 2025. Events occurring after that date could render the information contained herein inaccurate or misleading in a material respect. Corby will provide updates to material forward-looking statements, including in subsequent news releases and its interim MD&A filed with regulatory authorities as required under applicable law. Additional information regarding Corby, including the Company's Annual Information Form, can be found under the Company's profile on the System of Electronic Data Analysis and Retrieval (SEDAR+) at www.sedarplus.ca.

Unless otherwise indicated, all comparisons of results for the fourth quarter of fiscal 2025 (three-months ended June 30, 2025) are against results for the fourth quarter of fiscal 2024 (three-months ended June 30, 2024). All dollar amounts are in Canadian dollars unless otherwise stated.

This MD&A includes references to "Adjusted Earnings from Operations", "Adjusted Net Earnings", "Adjusted Basic Earnings per Share", "Adjusted Diluted Earnings per Share", "Organic Revenue", "Adjusted EBITDA", "Total debt" and "Net debt" which are financial measures or financial ratios that are not calculated in accordance with IFRS. For a reconciliation of these non-IFRS measures to the most directly comparable IFRS financial measures, see the "Non-IFRS Financial Measures" and "Non-IFRS Financial Ratios" section of this MD&A.

Business Overview

Corby is a leading Canadian manufacturer, marketer and importer of spirits, wines and ready-to-drink cocktails. Corby's national leadership is sustained by a diverse brand portfolio that allows the Company to drive profitable growth with strong, consistent cash flows. Corby is a publicly traded company, with its shares listed on the Toronto Stock Exchange under the symbols "CSW.A" (Voting Class A Common Shares) and "CSW.B" (Non-Voting Class B Common Shares). Corby's Voting Class A Common Shares are majority-owned by Hiram Walker & Sons Limited ("HWSL") (a private company) located in Windsor, Ontario. HWSL is a wholly-owned subsidiary of international spirits and wine company, Pernod Ricard S.A. ("PR") (a French public limited company), which is

headquartered in Paris, France. Therefore, throughout the remainder of this MD&A, Corby refers to HWSL as its parent, and to PR as its ultimate parent. Affiliated companies are those that are also subsidiaries of PR.

The Company derives its revenues from the sale of its owned-brands (“Case Goods”), as well as earning commission income from the representation of selected non-owned brands in Canada (“Commissions”). The Company also supplements these primary sources of revenue with other ancillary activities incidental to its core business, such as logistics fees and, from time-to-time, bulk whisky sales to rebalance its maturation inventories. Revenue from Corby’s owned-brands predominantly consists of sales made to each of the provincial liquor boards (“LBs”) in Canada, and also includes sales to international markets.

Corby’s portfolio of owned-brands includes some of the most renowned brands in Canada, including J.P. Wiser’s® Canadian whisky, Lamb’s® rum, Polar Ice® vodka, McGuinness® liqueurs, Cottage Springs®, Ace Hill® and Nude® ready-to-drink (“RTD”) beverages (collectively, the “Ace Beverage Group Brands”), Ungava® gin, Chic Choc® Spiced rum, and Cabot Trail® maple cream liqueur (Coureur des Bois®, in Quebec) (collectively, the “Ungava Spirit Brands”) and the Foreign Affair® wine brands (the “Foreign Affair Brands”).

Through its affiliation with PR, Corby also represents leading international brands such as Absolut® vodka, Chivas Regal®, The Glenlivet® and Ballantine’s® Scotch whiskies, Jameson® Irish whiskey, Beefeater® gin, Malibu® and Bumbu® rums, Olmeca Altos® and Código 1530® tequilas, Jefferson’s™ and Rabbit Hole® bourbons, Kahlúa® liqueur, and Mumm® champagne. In addition to representing PR’s brands in Canada, Corby also provides representation for certain selected, unrelated third-party brands (“Agency brands”) when they fit within the Company’s strategic direction and, thus, complement Corby’s existing brand portfolio. On April 30, 2025, PR finalized the sale of its international strategic wine brands to Australian Wine Holdco Limited, previously announced on July 17, 2024, brands sold included Jacob’s Creek®, Stoneleigh®, and Campo Viejo® wines. Please refer to the “Significant Event” section in this MD&A for further details.

PR produces the majority of Corby’s owned-brands under a distillate agreement and a co-pack agreement, each expiring September 30, 2026, at HWSL’s production facility in Windsor, Ontario. Under an administrative services agreement which also expires September 30, 2026, the parties provide certain services to each other.

Corby sources more than 90% of its spirits production requirements from HWSL at its production facility in Windsor, Ontario. Corby’s wholly-owned subsidiary, Ungava Spirits Co. Ltd. (“Ungava Spirits”) produces the Ungava Spirits Brands and operates the Cowansville, Quebec production facility. Corby’s wholly-owned subsidiary, the Foreign Affair Winery Ltd., produces the Foreign Affair Brands and operates the winery and vineyard, based in Ontario’s Niagara region (the “Foreign Affair Winery”). Corby’s 90%-owned subsidiary, Ace Beverage Group Inc. (“ABG”), develops product recipes in-house at its innovation lab in Toronto, Ontario and partners with various third-party manufacturers across Canada for its production requirements. The Company’s remaining production requirements have been outsourced to various third-party manufacturers, including in the United Kingdom (“UK”). The UK site blends and bottles Lamb’s products destined for sale in countries located outside North America.

In most provinces, Corby’s route-to-market (“RTM”) in Canada entails shipping its products to government-controlled LBs. The LBs then sell directly, or control the sale of, beverage alcohol products to end consumers. Exceptions to this model include Alberta, where the retail sector is privatized. In this province, Corby ships products to a bonded warehouse that is managed by a government-appointed service provider who is responsible for warehousing and distribution into the retail channel. Other provinces have aspects of both government-controlled and private retailing, including British Columbia, Saskatchewan, Ontario, Manitoba and Quebec.

As of September 2024, beverage alcohol excluding spirits are now sold in Ontario grocery, convenience, and big-box stores, following the regulatory changes announced by the Ontario government on July 15, 2024. The modernization of the RTM in Ontario presents an opportunity for consumers to purchase a wider range of beverages with greater convenience, including Corby’s wine and RTD portfolios. The Company remains agile in its approach to the RTM modernization in Ontario to capitalize on this strategic opportunity for the business as well as continuing to cater to the needs of our consumers with the best of our product offerings. However, lower

foot traffic in liquor board stores that sell spirits has been noted, following such expansion of retail channels. Please refer to the “Risks & Risk Management” section in this MD&A for further details.

Corby’s shipment patterns to the LBs will not always exactly match short-term consumer purchase patterns. However, given the importance of monitoring consumer consumption trends over the long-term, the Company stays abreast of consumer purchase patterns in Canada through its member affiliation with the Association of Canadian Distillers (“ACD”), which tabulates and disseminates consumer purchase information it receives from the LBs to its industry members. Corby refers to this data throughout this MD&A as “retail sales”, which are measured in volume (measured in nine-litre case equivalents). Current retail value information as discussed in this MD&A is based on available pricing information as provided by the ACD and the LBs.

In addition to a focus on efforts to open new international markets, Corby’s international business is concentrated in the United States (“US”) and UK, and the Company has a different RTM for each. For the US market, Corby manufactures its products in Canada and ships to third-party US distributors. The market in the US operates a three-tier distribution system which often requires a much longer and larger inventory pipeline than in other markets, resulting in a disconnect between quarterly shipment performance, as reported in the financial statements, and the true underlying performance of the brands at retail level during the same quarter.

For the other international markets, Corby products are distributed by PR affiliates or third parties (more information is provided in the “Related Party Transactions” section of this MD&A).

Corby’s operations are subject to seasonal fluctuations. Spirits sales typically are strong in the first and second fiscal quarters, while third-quarter sales usually are lower after the end of the retail holiday season. Fourth-quarter spirits sales typically increase again with the onset of warmer weather as consumers tend to increase their purchasing levels during the summer season. In contrast, the RTD segment benefits from outdoor gatherings and warmer months, leading typically to stronger sales in the first and fourth fiscal quarters, during the spring and summer.

In addition, retail sales comparisons could be affected by timing of key holidays and LBs’ reporting calendars. With lingering effects from previous or ongoing disruptions to the global supply chain, LBs’ order phasing, inventory management and global supply chain challenges have contributed to an alteration of our typical sales trends (impacting year over year comparability).

Significant Event

On July 17, 2024, PR announced the sale of its international strategic wine brands to Australian Wine Holdco Limited, which closed effective on April 30, 2025. The transaction includes the sale of a wide portfolio of international wine brands owned and produced by Pernod Ricard Winemakers from three origins including Jacob’s Creek® from Australia; Stoneleigh®, Brancott Estate® from New Zealand; and Campo Viejo® from Spain. Corby has continued to represent these brands in Canada during a transition period expiring on August 31, 2025 under the same terms as those contained in the 2021 representation agreement with PR (please refer to "Related Party Transactions" section of this MD&A for further details).

As of August 20, 2025, discussions with the new owner to continue the representation and distribution of the acquired wine brands in Canada beyond the end of the transition period are progressing positively.

Strategies

Corby is a leading diversified beverage alcohol company in Canada. Our strategy is designed to strengthen our position with responsible, sustainable and profitable growth through targeted brand investment that the Company believes will also produce strong and consistent cash flows to sustain an on-going dividend payment to shareholders. Corby has a large portfolio of domestic and international brands, so the Company aims at allocating advertising and promotional investment to the brands and touchpoints with consumers that it believes will create sustained revenue and consistent cash flows. Brand investment is determined annually as part of Corby’s overall strategic plan process using the targeted brand investment approach outlined above.

The Company believes that Corby’s iconic Canadian brand portfolio provides a route to sustainable value creation, complemented by its exclusive representation of a broad portfolio of international brands. Operating in the mature

yet dynamic Canadian spirits and wines market as well as the growing RTD category, brand performance is driven by evolving consumer trends, the deep understanding of which is the foundation for market success.

Active brand management is the foundation of Corby’s strategy, driving growth through volume, price and mix, with passionate teams dedicated to developing and executing plans with rigor and agility. The Company believes that providing offerings across different price points will provide the opportunity to capture the long-term trend toward premiumization and help it maintain relevance across all occasions.

Improving profitability through the pursuit of efficiencies is another important lever as we work to maximize revenue growth management, cost optimization and advertising and promotion effectiveness. Corby utilizes proprietary digital tools to aid in optimizing return on investment on advertising and promotion, pricing strategy, and sales execution to accelerate top line growth (by closing distribution gaps). Using these tools and platforms, Corby converts consumer and market data into valuable insights to help build competitive advantage, deliver efficiencies and be more effective and impactful, while improving collaboration across the organization.

Consumer insight-led innovations are essential to Corby’s strategy to capture growth in the ever-changing environment. These innovations will target different activities encompassing the entirety of the consumer proposition including new product development to bring to life new-to-world products and range extensions or limited editions that expand a brand’s footprint to new consumers and occasions. Related to innovation, to ensure the portfolio continues to provide relevant consumer propositions, mergers and acquisitions (“M&A”) remain a strategic option. This can encompass portfolio rationalization initiatives or the acquisition of brands to develop the portfolio or adjacent businesses to complement our current business, such as the acquisitions of ABG on July 4, 2023, and the Nude brand and certain assets on May 13, 2024 (the “Nude Acquisition”), to become a leading RTD player across Canada.

Export provides a clear growth opportunity, and the Company intends to continue actively developing its export business, including efforts to open new international markets, in addition to a continued focus on the US and UK markets for certain brands. In the US, Corby has a distribution agreement with a third-party distributor and approaches the market by focusing on certain states. In the UK, the Company endeavors to scale up the Lamb’s Spiced rum brand, to introduce relevant new products and simplify the supply chain. Currently, as part of its strategic plan, Corby is expanding its business in European countries and other international markets on a transactional basis, where minimal investment and resources are required.

The Company believes its unique position in Canada, as well as its arrangement with its ultimate parent, the world’s number two spirits company, PR, enables Corby to leverage both local and global expertise. The relationship with PR provides an important revenue stream through Commissions with a complementary premium international portfolio that expands Corby’s market presence and sustains an organization able to bring expertise.

The Company is of the view that expertise is provided through world class talents, beginning with consumer insights, encompassing commercial teams with national route to market coverage, and leveraging PR for its production expertise at the Hiram Walker distillery, home of our flagship brand J.P. Wiser’s Canadian whisky. Having access to national sales data through our membership in the ACD, combined with our investments in promotion management tools, provides Corby with a data-rich foundation from which to drive its strategy.

Our strategy is founded on our values. Being a consumer-centric company means reflecting in our own organization the society in which we operate. The Company’s diversity and inclusion pillar is a strategic focus and part of the Company’s ongoing journey to have highly engaged and performing teams.

Sustainability and Responsibility (“S&R”) initiatives are an important part of how we connect with our communities, partner with our customers, and support our employees. Through our partnership with our ultimate parent, PR, the Company believes that it is able to leverage the global best practices, expertise and resources of PR’s S&R programs in order to enhance the positive impact of Corby’s own activities. Corby is committed to promoting sustainable practices, fostering responsible consumption and contributing to the well-being of communities and the environment. The Company’s approach to S&R is aligned with the United Nations Sustainable Development Goals (SDGs) and aims to drive innovation, brand differentiation, and employee engagement across the organization. The platform is structured around four key pillars: Nurturing Terroir, Valuing People, Circular Making, and Responsible Hosting, which guide sustainability efforts from sourcing raw materials to serving customers.

Three-Year Review of Selected Financial Information

Corby incurred several expenses in this fiscal year 2025 in relation to portfolio rationalization, restructuring, fair value adjustments to inventory following the Nude Acquisition and interest charges related to non-controlling interest (“NCI”) obligation. Similarly, expenses were incurred in fiscal year 2024 in relation to the acquisition of ABG and the Nude Acquisition, distributor transitioning, restructuring, fair value adjustments to inventory following the acquisition of ABG, and interest charges related to the NCI obligation. Lastly, Corby recognized expenses incurred in relation to the acquisition of ABG, distributor transition and restructuring also similarly impacted fiscal year 2023.

To better understand our underlying business performance and trends, Corby uses certain non-IFRS financial measures, which management believes are important supplemental measures of operating performance and highlight trends in the core business that may not otherwise be apparent when relying solely on IFRS financial measures. Specifically, management believes the above listed expenses are not indicative of Corby’s underlying business performance and trends, and thus management removes the impact of these activities and expenses when assessing Corby’s business performance over time.

For further clarity, these non-IFRS financial measures exclude the costs related to brand portfolio rationalization, transaction costs related to the acquisitions, one-time termination fees related to distributor transitions, organizational restructuring provisions, fair value adjustments to inventory related to business combinations comparative periods and are described as “Adjusted”. At the Net Earnings level, non-IFRS financial measures also exclude the notional interest charges related to the NCI obligation.

With respect to costs incurred in relation to M&A activity (including transaction costs and fair value adjustments to inventory related to business combinations), while remaining vigilant for business acquisition is part of Corby’s business strategy and costs are incurred on a recurring and regular basis in the search and evaluation of prospective targets and interested parties, the Company has adjusted for the costs associated with completed acquisition activity during fiscal years 2023 and 2024 in its adjusted metrics. The recent ABG & Nude acquisitions were Corby’s first acquisitions since 2017. Corby has completed two acquisitions in the last eight years and has adjusted the one-time costs to complete these transactions in Adjusted Earnings from Operations and Adjusted Net Earnings.

Costs incurred in relation to distributor transitions, specific organizational restructuring programs distinct from severance costs incurred in the normal course of business, and costs related to rationalizing brand portfolio including the discontinuation of certain recently acquired product lines following a strategic portfolio review, have been adjusted in Adjusted Earnings from Operations, and interest costs incurred in relation to the NCI obligation along with the aforementioned costs and has been adjusted in Adjusted Net Earnings. Management believes the exclusion of these costs allows for the measurement of the underlying financial performance of the business on a more consistent basis.

Non-IFRS financial measures do not have any standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other issuers. See the “Non-IFRS Financial Measures” section of this MD&A.

Adjusted Earnings from Operations is equal to earnings from operations before interest and taxes for the period adjusted to remove the costs incurred for business combination inventory fair value adjustments, restructuring provisions and portfolio rationalization costs; in fiscal year 2024, remove the costs incurred for business combination inventory fair value adjustments, one-time termination fees related to distributor transitions, restructuring provisions and the transaction costs related to the acquisition of ABG and Nude assets; and fiscal year 2023, adjusted to remove the transaction costs related to the acquisition of ABG, one-time termination fees related to distributor transitions and organizational restructuring provisions.

Adjusted Net Earnings is equal to net earnings for the period adjusted to remove the costs incurred for business combination inventory fair value adjustments, restructuring provisions, portfolio rationalization costs and the notional interest charges related to NCI obligation; in fiscal year 2024, remove the costs incurred for business combination inventory fair value adjustments, one-time termination fees related to distributor transitions, restructuring provisions, the transaction costs related to the acquisition of ABG and Nude assets and the notional

interest charges related to NCI obligation; and fiscal year 2023, adjusted to remove the transaction costs related to the acquisition of ABG, one-time termination fees related to distributor transitions and organizational restructuring provisions, net of tax calculated using the effective tax rate. Adjusted earnings per share and adjusted diluted earnings per share are computed in the same way as basic earnings per share.

The following table provides a summary of certain selected consolidated financial information for the Company for the years ending June 30, 2025, 2024 and 2023.

<i>(in millions of Canadian dollars, except per share amounts)</i>		2025	2024	2023
Revenue	\$	246.8	\$ 229.7	\$ 163.0
Earnings from operations		46.1	40.7	28.3
- Earnings from operations per common share		1.62	1.43	1.00
Adjusted earnings from operations ⁽¹⁾		47.8	44.6	32.4
- Adjusted earnings from operations per common share ⁽¹⁾		1.68	1.57	1.14
Adjusted EBITDA ⁽¹⁾		64.0	60.0	47.2
- Adjusted EBITDA per common share ⁽¹⁾		2.25	2.11	1.66
Net earnings		27.4	23.9	22.0
Adjusted net earnings ⁽¹⁾		30.6	28.5	25.3
- Basic earnings per share		0.96	0.84	0.77
- Diluted earnings per share		0.96	0.84	0.77
- Adjusted, Basic earnings per share ⁽¹⁾		1.08	1.00	0.89
- Adjusted, Diluted earnings per share ⁽¹⁾		1.08	1.00	0.89
Total assets		402.8	420.5	362.6
Total liabilities		219.5	238.9	182.6
Total shareholder's equity		183.3	181.6	180.0
Regular dividends paid per share		0.90	0.84	0.88
⁽¹⁾ See "Non-IFRS Financial Measures"				

In fiscal year 2025, revenue grew \$17.1 million or 7% compared to fiscal year 2024. This strong year-over-year growth was primarily driven by the addition of \$17.5 million in revenue from Nude brands' performance. Revenue growth was also driven by expanded distribution for RTD and Wine products as the Company capitalized on the RTM modernization in Ontario, and shelf prominence for many of Corby's owned and represented brands in provinces with trade restrictions. Revenue growth in fiscal year 2024 compared to the previous year was also driven by broad-based pricing initiatives and solid domestic commercial performance, with market share gains in value for most of Corby's key brands, along with strong export sales capitalizing on new market opportunities. When excluding ABG and Nude acquisitions, the Company's revenue grew on an annualized basis between fiscal year 2023 and fiscal year 2025, demonstrating Corby's ability and strength to navigate a volatile market context, dynamic global trade environment and supply chain challenges.

In line with industry practice, the Company sells excess inventory from time to time to rebalance its maturation inventories and align with long-term strategies and forecasts. Bulk sales of excess inventory fluctuated, declining in fiscal year 2025 versus the prior year, while fiscal year 2024 was higher when compared to fiscal year 2023.

Net earnings increased \$3.5 million or 15% in fiscal year 2025 versus prior year reflecting a full year contribution of Nude Beverages' towards total net earnings and offsetting higher interest charges incurred on the NCI obligation

associated with the acquisition of ABG in 2024. Adjusted net earnings grew by \$2.1 million or 7% in fiscal year 2025 versus the prior year.

Overall net earnings has shown a growth trend since fiscal year 2023, which was primarily driven by excellence in sales execution, the effectiveness of Corby's portfolio prioritization strategy, strong and continued momentum from the RTD portfolio through the acquisition of ABG in fiscal year 2024, driving growth versus the prior year, and strong organic growth thereafter as a result of evolving consumer trends and channel expansion from retail modernization and efforts to protect margins through promotional optimization and value engineering; serving to offset the impact of rising costs of inputs from the inflationary environment and investments behind key brands and people.

Net assets (i.e. total assets less total liabilities) is a result of cash generated from operating activities less investing activity (acquisitions and additions to property, plant, equipment, and intangibles) proceeds and repayments on long term debt and dividends paid. Net assets are also impacted by changes in the valuation of Corby's employee benefits liabilities (primarily the result of net actuarial gains and losses and unrealized gains and losses on plan assets).

During the fourth quarter of fiscal 2023, Corby received \$98.0 million in proceeds from a term loan from PR, and in fiscal 2024 received a further \$22.0 million which were used during fiscal 2024 to complete the acquisition of ABG on July 4, 2023. During fiscal year 2025, Corby made principal repayments of \$18.0 million on this term loan. The term loan is due in full after a 10-year term, or June 20, 2033. For more details on the loan agreement and its terms please see the "Related Party Transactions" section of this MD&A.

Brand Performance Review

Corby's portfolio of owned brands accounts for 86% of the Company's total annual revenue in fiscal year 2025. Included in this portfolio are its key brands: J.P. Wiser's Canadian whisky, Lamb's rum, Polar Ice vodka, Corby's mixable liqueur brands, McGuinness and Meaghers, Ace Beverage Group Brands (excluding Nude Beverages), Nude Beverages and the Ungava Spirits Brands. The sales performance of these key brands significantly impacts Corby's net earnings.

Shipment Volume and Shipment Value Performance

See below a table summary of the performance of Corby's owned-brands in terms of both shipment volume (as measured by shipments to customers in equivalent nine-litre cases) and shipment value (as measured by the change in net sales revenue). The table includes results for sales in both Canada and international markets. Specifically, J.P. Wiser's, Lamb's, Lot No. 40, Pike Creek and the Ungava Spirits Brands are also sold to international markets, particularly in the US and UK. As described in the "Business Overview" section of this MD&A, Corby's shipment volumes are subject to being impacted by volatility in LBs order phasing as well as global supply chain and logistics delays.

BRAND PERFORMANCE CHART - INCLUDES BOTH CANADIAN AND INTERNATIONAL SHIPMENTS								
	Three Months Ended				Year Ended			
			Shipment Change				Shipment Change	
	Jun. 30, 2025	Jun. 30, 2024	Volume %	Value %	Jun. 30, 2025	Jun. 30, 2024	Volume %	Value %
<i>(Volumes in 000's of 9L cases)</i>								
Brand								
J.P. Wiser's Canadian whisky	213	236	(10%)	(8%)	771	850	(9%)	(9%)
Polar Ice vodka	126	124	2%	23%	428	384	12%	12%
Lamb's rum	98	83	18%	23%	381	377	1%	2%
Mixable liqueurs	40	43	(7%)	2%	155	166	(7%)	(2%)
Ungava Spirits Brands	41	42	(3%)	(11%)	147	169	(13%)	(15%)
Ace Beverage Group Brands	792	677	17%	9%	2,212	1,984	11%	9%
Nude Beverages ¹	259	141	84%	93%	811	141	477%	500%
Other Corby-owned brands	45	43	4%	15%	167	178	(6%)	(6%)
Total Corby brands	1,615	1,388	16%	10%	5,072	4,248	19%	7%
¹ Nude Beverages were not owned by the Company during the first ten months of Fiscal 2024, and as such, have no shipment volume or value in the comparative period.								

In the year-ended June 30, 2025, compared to the prior year, Corby’s owned-brands grew 19% in shipment volume and 7% in shipment value in a volatile market environment, benefitting from the inclusion of the Nude Beverages portfolio, along with overall successful capitalization of the RTM modernization in Ontario. However, Corby’s owned-brands’ performance was negatively affected by the labour strike at the LCBO in July 2024, and soft consumer trends in the Canadian spirits market with reduced spirits purchasing patterns specifically observed in Ontario because of the new channel expansion. Value conversion remained impacted by the overall dilutive effect of increasing sales of RTD and ready-to-serve (“RTS”) products at a faster pace than spirits.

In the year-ended June 30, 2025, compared to the prior year, J.P. Wiser's Canadian whisky’s performance declined 9% in volume and 9% in value. This decline is driven in part by negative category trends, further amplified by brand’s over-indexed presence in Ontario, which was adversely impacted by the July 2024 LCBO labour strike and lower foot traffic at retail stores, as well as soft performance in the US market due to unfavourable shipment phasing and high inventory levels at distributors. Lamb’s rum sales increased by 1% in volume and 2% in value in the same period, with the brand benefitting from shelf prominence in key markets with retaliatory trade measures. Ungava Spirits Brands declined 13% in volume and 15% in value, impacted by strong competition within a declining Canadian premium gin category and consumers downtrading trends. Polar Ice vodka continued to grow with a 12% increase in volume and value fueled by the success of flavoured innovations and robust sales of Polar Ice vodka as a result of strategic pricing changes. The strong momentum of Polar Ice vodka RTD and RTS offerings continued to grow the brand, though this momentum resulted in a dilutive effect on value conversion. Excluding Nude, the Ace Beverage Group Brands portfolio grew 11% in volume and 9% in value with strong momentum from Cottage Springs, enhanced by the overall pipeline fill supporting the RTM modernization in Ontario, and successful launch of innovation products, though value conversion was impacted by unfavourable channel mix.

In the three-month period ended June 30, 2025, compared to the same period in the prior year, Corby’s owned-brands grew 16% in volume and 10% in value, benefitting from the inclusion of the Nude Beverages business and a rapidly growing RTD segment, though lapping the impact in the comparison period from customer stocking in Ontario prior to the July 2024 LCBO labour strike, combined with soft underlying consumer trends on spirits.

In the three-month period ended June 30, 2025, compared to the same period in the prior year, J.P. Wiser Canadian whisky’s performance declined 10% in volume and 8% in value, lapping last year’s customer stocking ahead of the labour strike in Ontario combined with soft consumer trends in the category in Canada and the US. Ungava Spirits Brands declined 3% in volume and 11% in value, affected by consumer downtrading in Quebec. Cabot Trail maple cream liqueur declined due to phasing of promotional spend. Polar Ice vodka delivered strong value growth from lapping last year's impact from the customer pricing dispute as well as the phasing of promotional spending. Lamb's rum saw double-digit growth in both volume and value during the fourth quarter of fiscal year 2025, benefitting from shelf prominence in key markets with retaliatory trade measures. Mixable liqueurs declined 7% in volume but grew 2% in value as result of promotional optimization and favourable product and market mix. The Northern Border Collection whiskies (included in the Other Corby-owned brands in the above chart) experienced a strong surge in

volume and value, reflecting consumer preferences for premium Canadian whiskies and shelf prominence in key markets with retaliatory trade measures.

Trends in Canada differ from international markets as highlighted in the following table:

	Three Months Ended				Year Ended			
			Shipment Change				Shipment Change	
	Jun. 30, 2025	Jun. 30, 2024	Volume %	Value %	Jun. 30, 2025	Jun. 30, 2024	Volume %	Value %
<i>(Volumes in 000's of 9L cases)</i>								
Domestic	1,555	1,325	17%	11%	4,820	3,980	21%	9%
International	60	63	(6%)	(13%)	252	268	(6%)	(12%)
Total Corby brands	1,615	1,388	16%	10%	5,072	4,248	19%	7%

In the fourth quarter of fiscal year 2025, domestic shipments increased 17% in volume and 11% in value compared to the same period last year, bolstered by the inclusion of Nude Beverages. Organic domestic case goods revenue grew 9% in value, with key brands benefitting from shelf prominence in key markets with retaliatory trade measures and a rapidly growing RTD segment, while also lapping last year’s impact from the customer pricing dispute and last year’s customer stocking ahead of the July 2024 labour strike at the LCBO.

Full fiscal year 2025 domestic shipments grew 21% in volume and 9% in value compared to the prior fiscal year, boosted by the inclusion of Nude Beverages. Organic domestic case goods revenue grew 1% in value, outpacing the total spirits and RTD market decline of 2% in value in fiscal year 2025, with volume growth continuing to outpace value growth as result of the dilutive effect of growing RTD sales combined with declining spirits sales in the province of Ontario, and increased frequency and depth of promotional spend versus the prior year.

Regarding our international markets’ performance in the three-month period ended June 30, 2025, shipment volumes declined 6% while shipment value declined 13% compared to the same period last year, as result of the lapping of high marques launches in the US in the prior year and unfavourable shipment phasing.

Full year international shipments declined 6% in volume and 12% in value in the fiscal year 2025 compared to the prior fiscal year, impacted by the lapping of distribution pipeline fill in the previous year for new markets, and softness in performance in the US market due to the lapping of high marques launches in the prior year, unfavourable shipment phasing and high inventory levels at distributors. Production disruptions continued to affect Lamb’s rum shipments to the UK market, though improved from the previous quarter.

Volume in both the fourth quarter and full-year fiscal 2025 periods grew ahead of the overall value trend as result of unfavourable portfolio, provincial and market mix (growing sales of RTD products, strong sales decline in Ontario and the lapping of pipeline fill of whiskies to new markets).

Retail Sales Performance / Spirit Market Trends

Analysis of performance of Corby’s brands at the retail level in Canada provides insight with regards to consumers’ current purchase patterns and trends.

In the year ended June 30, 2025, the Canadian spirits industry retail sales declined 6% in volume and 5% in value when compared to last year, impacted by LCBO store closures in Ontario during the labour strike in July 2024, as well as reduced purchasing patterns observed because of the new channel expansion in Ontario. In the more recent term, the removal of US-origin spirits from shelves in March 2025, in response to tariff implementation, made the spirits market more volatile with diverse impacts across categories. Industry trends for fiscal year 2025 were led by retail sales value declines in vodka, rum and bourbon categories while RTDs remained one of the fastest growing categories overall increasing 6% in volume and 7% in value, benefitting from expansion into Grocery & Convenience stores in Ontario.

Corby’s total represented spirits (including PR spirits) have been outperforming the Canadian spirits market in value for three fiscal years in a row. Over fiscal year 2025, Corby spirits declined 2% in value and Corby RTDs

(excluding Nude Beverages) were dynamic, growing 10% in value. Both Corby spirits and Corby RTDs outpaced the market in value growth, reflecting the Company’s ability to successfully navigate the LCBO labour strike in July 2024 and Ontario retail modernization changes thanks to a diversified product portfolio and local brand strength, strong sales execution across both owned and represented brands to increase presence on shelf following the removal of US-origin spirits in key provinces, and successful new product launches.

The following brand discussion provides a more detailed analysis of the performance of each of Corby’s key brands relative to its respective industry category. Retail sales volume and value data, as provided by the ACD and LBs, is set out in the following table and is discussed throughout this MD&A.

It should be noted that the retail information presented does not include international retail sales of Corby-owned brands and on-site winery sales.

Retail Sales Performance / Summary of Corby’s Key Brands

RETAIL SALES FOR THE CANADIAN MARKET ONLY (AS PROVIDED BY THE ACD ⁽¹⁾)								
	Three Months Ended				Twelve Months-Ended			
			% Retail	% Retail			% Retail	% Retail
	Jun. 30, 2025	Jun. 30, 2024	Volume Growth	Value Growth	Jun. 30, 2025	Jun. 30, 2024	Volume Growth	Value Growth
<i>(Volumes in 000's of 9L cases)</i>								
Brand								
J.P. Wiser's Canadian whisky	176	172	2%	3%	711	749	(5%)	(3%)
Polar Ice vodka	113	104	9%	4%	422	362	16%	8%
Lamb's rum	56	52	8%	13%	218	228	(4%)	(1%)
Mixable liqueurs	35	36	(5%)	(1%)	156	167	(7%)	(3%)
Ace Beverage Group Brands (excl. Nude)	614	476	29%	22%	2,063	1,970	5%	2%
Nude Beverages ⁽²⁾	184	179	3%	(2%)	640	685	(7%)	(11%)
Ungava Spirits Brands	36	29	22%	28%	157	156	0%	0%
Other Corby-owned brands	38	36	5%	11%	149	157	(5%)	(2%)
Total	1,253	1,085	15%	9%	4,516	4,473	1%	(0%)

⁽¹⁾ Refers to sales at the provincial liquor retail store and licensee level in Canada, as well as sales from provincial liquor boards to authorized private retailers and licensees in Canada, as provided by the Association of Canadian Distillers and Provincial Liquor boards.

⁽²⁾ Retail Sales data for Nude Beverages in the province of Alberta is not reported consistently in ACD data across current and comparative period, and as such, has been excluded from this table.

J.P. Wiser’s Canadian Whisky

J.P. Wiser’s Canadian whisky is Corby’s flagship brand and one of Canada’s best-selling Canadian whiskies. The brand’s retail volume declined 5% while retail value declined 3%, slightly behind an overall declining Canadian whisky category impacted by the LCBO strike in the first quarter and soft underlying consumer trends. Retail sales volumes for the Canadian whisky category declined 3%, while retail value for the category declined 2% over the same comparable period. Category value declines were partially offset by strong growth in the super-premium sub-category from consumers seeking substitutes for Bourbon products, while the J.P. Wiser’s family maintains a stronger weighting in the declining Standard and Premium sub-categories.

Polar Ice Vodka

Polar Ice vodka is among the top-selling vodka brands in Canada and is a favourite in the on-premise channel. Polar Ice grew retail volume by 16% and retail value by 8% in the year ended June 30, 2025 compared to the prior year, supported by the launch of several innovations in the RTD and RTS segments, including new flavours of Polar Ice vodka Berry Blizzard and Polar Ice vodka Cinnamon Sugar, created in collaboration with the iconic Canadian snack and pastry maker, BeaverTails®. Polar Ice vodka significantly gained share over the overall vodka category in Canada which declined 5% in retail volume and 6% in retail value on a comparable basis. The

standard vodka category, where Polar Ice vodka competes, grew 2% in retail volume and 1% in retail value compared to the same period in the prior year.

Lamb’s Rum

Lamb’s rum, a top-selling rum family in Canada, demonstrated resilient performance despite being impacted by challenging consumer trends for standard rum, particularly in regional strongholds. Retail volume for the overall rum category declined 8% for the year-ended June 30, 2025, while retail value declined 6% compared to the same period in the prior year. Retail volume and value declines are attributed to earlier logistics strikes and labour strikes in the first half of the fiscal year, amplified by overall soft consumer trends. The economy rum category, where Lamb’s rum competes, saw retail volumes decline 11% while retail value declined 9% compared to the same period last year. As a result, Lamb’s rum gained shares over the category as it declined 4% in retail volume and 1% in retail value for the year-ended June 30, 2025 compared to the same period in the prior year, benefitting from shelf prominence following the removal of US-origin spirits.

Mixable Liqueurs

Corby’s mixable liqueur brands consist of McGuinness liqueurs (Canada’s largest mixable liqueur brand family) and Meaghers liqueurs (available in Quebec). Retail volumes declined 7% while retail value declined 3% for the year-ended June 30, 2025 compared to the prior year, with retail value in line with a declining category. Retail volume for the liqueurs category overall declined 5% while value declined 3% for the year-ended June 30, 2025 compared to the same period last year, impacted by store closures due to the LCBO labour strike and overall macroeconomic factors.

Ace Beverage Group Brands

Ace Beverage Group Brands’ portfolio increased 5% in retail volume and 2% in retail value for the year-ended June 30, 2025 versus the prior year, reflecting steady growth in the rapidly evolving RTD segment fueled by strong innovation performance and significant expansion into western provinces through an optimized and synergistic sales strategy, though impacted by the LCBO labour strike in July 2024 due to its heavy weight in Ontario and declines on non-strategic products. Retail value was also impacted by the GST/HST break, and the dilutive effect of evolving channel mix.

The Ace Beverage Group Brands’ portfolio saw an acceleration of its performance during the three-month period ended June 30, 2025, in growth of 29% in volume and 22% in value, reflecting ongoing retail sales expansion through new listings and a significant increase in points of distribution for grocery and convenience stores in Ontario, along with exceptional performance on innovations, holding the #1 selling RTD innovation in LCBO stores, and several additional strong innovations including Cottage Springs Rocket Berry Vodka Water and Cottage Springs Real Juice Vodka Water.

Nude Beverages

In this transition year, the Company is actively working to leverage efficiencies and synergies in sales and marketing execution to get Nude brands back to growth supported by a robust innovation pipeline, though these efforts are expected to take additional time to reflect in consumer trends. Nude Beverages’ portfolio declined 7% in retail volume and 11% in retail value during fiscal year 2025 compared to the previous year. The three-month period ended June 30, 2025 showed significant improvement over the full year trend with retail volume growing 3% when compared to the same period last year, driven by the continued expansion efforts and successful innovation launches in Western provinces such as Slappy’s.

Ungava Spirits Brands

Retail volume and value for the Ungava Spirits Brands remained flat for the year-ended June 30, 2025 compared to the same period last year. The flagship brand, Ungava gin, impacted by strong competition and changing consumer preferences in the Quebec and Ontario market, declined 10% in retail volume and retail value. Performance remained ahead of the super-premium gin category, which declined 16% in retail volume and 17% in retail value. The overall gin category declined 8% in retail volume and retail value.

Cabot Trail maple-based liqueurs (in Quebec, Coureur des Bois) were similarly impacted by an overall trend of economization with consumers, as well as bottle format transition in Ontario. Retail volume and value declined 6% and 3%, respectively, in the year-ended June 30, 2025 compared to the same period last year.

These declines were offset by the introduction of Baril Cache whisky, and strong growth of Chic Choc Rum in Quebec. RTD and RTS innovations launched in the Quebec market are growing rapidly but resulted in a dilutive effect on the overall volume to value conversion of the Ungava Spirits Brands portfolio.

Other Corby-Owned Brands

Other Corby-Owned Brands include premium offerings in Canadian whisky such as Lot No. 40®, Pike Creek®, and Gooderham & Worts® (collectively known as the Northern Border Collection), Royal Reserve® and the Foreign Affair Brands. Collectively this group of brands saw a 5% decline in retail volume and a 2% decrease in retail value during fiscal year 2025, compared to last year.

The Northern Border Collection grew 39% in volume and value driven by strong performance on Lot No. 40® with growing consumer demand for the premium Canadian whisky in the retail and on-premise channel amid recent sale restrictions on bourbon in certain provinces.

Royal Reserve declined 8% in retail volume and 7% in retail value during the year-ended June 30, 2025 compared to the prior year, in line with overarching consumer trends and macroeconomic factors.

Foreign Affair Brands are available through several channels including e-commerce, direct delivery (on-premise and wine club) and the on-site winery visitor centre. Retail performance is typically impacted by customer ordering patterns and does not capture e-commerce, direct delivery and on-site sales to consumers.

Financial and Operating Results

The following table presents a summary of certain selected consolidated financial information of the Company for the year ended June 30, 2025 and 2024:

	Year Ended			
	Jun. 30	Jun. 30		
(in millions of Canadian dollars, except per share amounts)	2025	2024	\$ Change	% Change
Revenue	\$ 246.8	\$ 229.7	\$ 17.1	7%
Cost of sales	(123.8)	(113.9)	\$ (9.9)	9%
Marketing, sales and administration	(77.0)	(75.2)	(1.8)	2%
Other income	0.2	0.2	(0.0)	(5%)
Earnings from operations	46.1	40.7	5.4	13%
Adjusted Earnings from operations ⁽¹⁾	47.8	44.6	3.2	7%
Adjusted EBITDA ⁽¹⁾	64.0	60.0	4.0	7%
Financial income	1.0	1.3	(0.3)	(22%)
Financial expenses	(9.0)	(9.1)	0.1	(1%)
Net financial expense	(8.0)	(7.8)	(0.2)	2%
Earnings before income taxes	38.1	32.9	5.2	16%
Income taxes	(10.7)	(9.0)	(1.7)	19%
Net earnings	\$ 27.4	\$ 23.9	\$ 3.5	15%
Adjusted Net earnings ⁽¹⁾	\$ 30.6	\$ 28.5	\$ 2.1	7%
Per common share				
- Basic net earnings	\$ 0.96	\$ 0.84	\$ 0.12	15%
- Diluted net earnings	\$ 0.96	\$ 0.84	\$ 0.12	15%
- Adjusted Basic net earnings ⁽¹⁾	\$ 1.08	\$ 1.00	\$ 0.07	7%
- Adjusted Diluted net earnings ⁽¹⁾	\$ 1.08	\$ 1.00	\$ 0.07	7%
⁽¹⁾ See "Non-IFRS Financial Measures"				

Overall Financial Results

Significant year-over-year revenue growth, including the contribution of the Nude brand into ABG's portfolio, in addition to the realization of operating efficiencies, underscored strong earnings and profitability growth in fiscal year 2025. Full-year reported earnings from operations of \$46.1 million increased by 13% and adjusted earnings from operations of \$47.8 million increased by 7%, compared to full-year fiscal 2024. Adjusted EBITDA of \$64.0 million increased by 7% versus prior year.

As required under IFRS, inventory acquired in a business combination is adjusted to its fair market value upon acquisition. Reported earnings were impacted by these fair market value adjustments of inventory in both periods as the products were sold. The fiscal 2025 was impacted by \$0.6 million in fair market value of acquired Nude inventory and fiscal 2024 was impacted by \$3.2 million in fair market value of acquired ABG and Nude inventory. Adjusted Earnings from Operations and Adjusted Net Earnings excludes these impacts to provide insight to the underlying performance of the acquired businesses (Refer to the “Non-IFRS Financial Measures” section of this MD&A for further details). Corby reported net earnings of \$27.4 million and adjusted net earnings of \$30.6 million for the year ended June 30, 2025, reflecting increases of 15% and 7% year-over-year, respectively.

Net earnings for the year ended June 30, 2025, were impacted by non-cash interest charges related to ABG's NCI obligation. Adjusted Earnings from Operations and Adjusted Net Earnings in the comparable period last year remove the impact of transaction costs, restructuring costs, distributor transition costs and fair value adjustments

related to inventory acquired during the aforementioned business combinations from the reported figures. See the “Non-IFRS Financial Measures” section of this MD&A for more information.

Revenue

The following highlights the key components of the Company’s revenue streams:

(in millions of Canadian dollars)	Year ended		Jun. 30, 2024	Consolidated		Organic	
	Jun. 30, 2025			\$ Change	% Change	\$ Change	% Change
Revenue streams:	Consolidated	Organic ⁽¹⁾	Consolidated	Consolidated		Organic ⁽¹⁾	
Case goods	\$ 212.3	\$ 199.0	\$ 198.8	\$ 13.5	7%	\$ 0.3	0%
Domestic	197.3	184.1	181.8	15.6	9%	2.3	1%
International	14.9	14.9	17.0	(2.0)	(12%)	(2.0)	(12%)
Total Commissions	30.6	30.6	26.6	4.0	15%	4.0	15%
Gross commissions	41.0	41.0	37.0	4.0	11%	4.0	11%
Amortization of representation rights	(10.4)	(10.4)	(10.4)	-	0%	-	0%
Other services	3.9	3.9	4.3	(0.4)	(9%)	(0.4)	(9%)
Revenue	\$ 246.8	\$ 233.5	\$ 229.7	\$ 17.1	7%	\$ 3.9	2%
⁽¹⁾ See "Non-IFRS Financial Measures".							

Organic revenue growth is measured as the difference between revenue excluding case goods revenue from acquired or disposed brands compared to revenue in the preceding fiscal period during which the acquisition or disposal had not yet occurred. For the year ended June 30, 2025, Organic revenue growth excludes contributions from Nude Beverages between July 2024 and April 2025, as the company was acquired in May 2024. Organic revenue growth is not a standardized financial measure and might not be comparable to similar measures disclosed by other issuers (refer to the “Non-IFRS Financial Measures” section of this MD&A).

Case Goods revenue increased \$13.5 million, or 7% for the year ended June 30, 2025 compared to the prior year, driven by the full-year effect of the addition of the Nude portfolio to Corby’s results. Organic case goods revenue grew a modest \$0.3 million in fiscal year 2025 compared to the prior year, supported by RTD business expansion and resilient Corby spirits performance in a volatile market environment further affected by the LCBO labour strike in July 2024, and export sales cycling the outstanding pipeline fill to new export markets last year. Organic revenue performance was enhanced by strong revenue of ABG brands capitalizing on the RTM modernization in Ontario, and on innovation launches.

Net commissions reached \$30.6 million and increased \$4.0 million, or 15% in the year ended June 30, 2025, when compared to the same period last year, primarily driven by imported wines and RTDs benefitting from the pipeline fill to support the RTM modernization in Ontario, partially offset by lower agency sales and successive labour, rail and port strikes that affected some imported brands in the first half of the fiscal year. On July 17, 2024, PR announced the sale of its international strategic wine brands to Australian Wine Holdco Limited, which closed effective on April 30, 2025. The affected brands contributed \$4.3 million toward Net earnings in the year ended June 30, 2025. Please refer to the “Significant Event” section in this MD&A for further details. Retail performance on PR spirits continued to outpace the overall market, as the portfolio benefitted from its comprehensive positioning across price bands and categories along with PR’s investment to build these brands in Canada.

Other services represent ancillary revenue incidental to Corby’s core business activities, such as logistical fees and occasional bulk whisky sales. Revenue from other services decreased \$0.4 million in the year ended June 30, 2025, when compared to the same period last year and is mostly attributable to decreased non-core business bulk whisky sales.

As a result, total Revenue increased \$17.1 million, or 7% during the year ended June 30, 2025 when compared to last year, and organic revenue grew \$3.9 million or 2% compared to fiscal year 2024.

Cost of sales

Cost of sales increased \$9.9 million or 9% for the year ended June 30, 2025, when compared to the same period last year, reflecting the full-year effect of the inclusion of Nude RTD’s cost of sales and higher input costs on production and distribution. During fiscal year 2025, cost of sales included \$0.6 million related to fair value adjustments to inventory acquired in the Nude acquisition. This was offset by the cycling of the \$3.2 million cost impact of the fair value adjustment to inventory acquired in the ABG and Nude acquisitions incurred in the comparable period last year. The Company’s strategy involves offsetting cost of sales increases by active revenue growth management to identify pricing initiatives and trade promotion optimization opportunities across provinces.

Marketing, sales and administration

In full-year fiscal 2025, marketing, sales and administrative expenses grew by \$1.8 million, or 2% versus the prior year, primarily reflecting the inclusion of marketing investments and overheads related to the Nude Beverages. Corby strategically focused marketing investments on the RTD portfolio, the J.P. Wiser’s multi-year Canadian partnership with National Hockey League and Polar Ice vodka’s Blizzard summer campaign and BeaverTails® partnership, while the Company continued to diligently manage overheads. The combined impact of these factors resulted in marketing, sales and administrative expenses increasing at a slower pace than revenue for fiscal year 2025.

Net financial expense

Net financial expense increased by \$0.2 million, or 2% in fiscal year 2025 versus the prior year. On June 12, 2023, with the purpose to provide financing for the completion of the ABG acquisition, Corby entered into a loan agreement with PR in the amount of \$120.0 million. Corby incurred interest charges of \$6.0 million on this loan agreement during the year ended June 30, 2025 (2024 - \$6.0 million). Furthermore, Corby assumed ABG’s existing debt facilities effective as of the acquisition date of July 4, 2023, which incurred interest charges of \$0.6 million during the fiscal year 2025 (2024 - \$0.8 million).

In addition, as a result of the acquisition of ABG, Corby has recognized an NCI obligation of \$16.2 million at the beginning of fiscal 2025. Interest accrued on the NCI obligation amounted to \$2.0 million during the year ended June 30, 2025, against \$1.8 million in fiscal year 2024.

Net financial expense also reflects interest earned on deposits in cash management pools as well as interest expense associated with the Company’s pension and post-retirement benefit plans, and interest charges on leased assets.

Income taxes

A reconciliation of the effective tax rate to the statutory rates for each period is presented below:

	2025	2024
Combined basic Federal and Provincial tax rates	26.4%	26.4%
Non-deductible expenses for taxation purposes	1.6%	2.3%
Other	0.0%	-1.4%
Effective tax rate	28.0%	27.3%

Liquidity, Contractual Obligations and Capital Resources

At June 30, 2025, Corby’s sources of liquidity are its cash of \$0.2 million, deposits in cash management pools of \$15.8 million, its cash generated from operating activities, and available credit on its revolving operating facility of \$11.5 million. A summary of the maturity of the Company’s contractual obligations as at June 30, 2025 are represented in the table below:

<i>(In millions of Canadian dollars)</i>	Less than 1 year		1 to 5 years	5 years and thereafter		Total
Bank indebtedness	\$	3.5	\$	-	\$	3.5
Accounts payables and accrued liabilities		64.0		-		64.0
Lease liabilities		1.7		1.9		3.6
Credit facilities payable		1.5		-		1.5
Long-term debt		-		-	102.0	102.0
Non-controlling interest obligation		-		18.2	-	18.2
	\$	70.7	\$	20.1	\$	102.0
					\$	192.8

The Company believes that its deposits in cash management pools, combined with its historically strong operational cash flows, provide for sufficient liquidity to fund its operations, investing activities and commitments for the foreseeable future. The Company’s cash flows from operations are subject to fluctuation due to commodity, foreign exchange and interest rate risks. Please refer to the “Risks & Risk Management” section of this MD&A for further information.

Cash Flows

<i>(in millions of Canadian dollars)</i>	<i>2025</i>	<i>2024</i>	<i>\$ Change</i>
Operating activities			
Net earnings, adjusted for non-cash items	\$ 62.4	\$ 55.9	6.5
Net change in non-cash working capital	(5.7)	(7.1)	1.4
Net payments for interest and income taxes	(11.9)	(17.3)	5.4
	44.8	31.5	13.3
Investing activities			
Additions to property and equipment	(2.2)	(2.7)	0.5
Additions to intangible assets	(0.2)	(0.6)	0.4
Business acquisition	-	(148.1)	148.1
Withdrawals from cash management pools	11.6	127.7	(116.1)
	9.2	(23.7)	32.9
Financing activities			
Payment of lease liabilities	(1.9)	(1.4)	(0.5)
Net draws on (repayment of) bank debt	3.4	(9.7)	13.1
Net (repayments) draws on credit facilities payable	(16.3)	9.8	(26.1)
Net (repayments) proceeds on long-term debt	(18.0)	22.0	(40.0)
Dividends paid	(25.6)	(23.9)	(1.7)
	(58.4)	(3.2)	(55.2)
Net change in cash	(4.4)	4.6	(9.0)
Cash, beginning of the year	4.6	-	4.6
Cash, end of the year	\$ 0.2	\$ 4.6	\$ (4.4)

Operating activities

For the year ended June 30, 2025, net cash generated from operating activities was \$44.8 million, reflecting an increase of \$13.3 million compared to the same period last year. Strong cash flows generation in the current year was driven by higher earnings from operations, favourable working capital changes and lower tax payments.

Working capital reflects favourable changes in accounts payable driven by the timing of advertising and promotional spend. This was partially offset by unfavourable changes in accounts receivable, due to timing of

invoices issued to related parties, and inventory, which reflects increased production activity related to Nude brands in the current year.

The current year also benefited from lower tax payments when compared to the same period last year, which is reflective of tax refunds received in fiscal 2025 related to prior years filings.

Investing activities

Net cash generated from investing activities was \$9.2 million for the year ended June 30, 2025 compared to \$23.7 million cash used in the same period of the prior year, representing an increase in cash generated of \$32.9 million. Investing activities include investments in property and equipment and intangible assets, cash paid on account of business acquisitions, and cash inflows from Corby’s cash management pools.

Cash management pools represent cash on deposit with Citibank NA via Corby’s Mirror Netting Service Agreement (defined below) with PR. Corby has daily access to these funds and earns a market rate of interest from PR on its deposits. Changes in cash management pools reflect amounts either deposited in or withdrawn from these bank accounts and are simply a function of Corby’s cash requirements during the period. The \$127.7 million withdrawal from cash management pools during the year ended June 30, 2024 reflected the use of funds to acquire ABG and Nude brands (\$148.1 million) offset by cash generated during normal business operations. For more information related to these deposits and the definition of “Mirror Netting Service Agreement”, please refer to the “Related Party Transactions” section of this MD&A.

Financing activities

Financing activities includes such items as dividend payments, payments on lease obligations, proceeds and payments from long-term debt and draws and repayments on credit facilities payable. For the year ended June 30, 2025, cash used in financing activities totalled \$58.4 million which was primarily driven by \$18.0 million in repayments on Corby’s term loan with PR, payments made to reduce ABG’s outstanding credit facilities of \$16.3 million, and dividend payments of \$25.6 million. This was partially offset by \$3.4 million drawn on ABG’s line of credit. Comparatively, cash used in financing activities for the year ended June 30, 2024 was \$3.2 million and mainly reflects dividend payments of \$23.9 million and repayments of bank indebtedness of \$9.7 million. This was partially offset by proceeds of \$22.0 million on Corby’s term loan with PR and by draws on ABG’s credit facilities of \$9.8 million.

On August 20, 2025, subsequent to the year ended June 30, 2025, Corby’s Board of Directors declared its regular quarterly dividend of \$0.23 per common share. This dividend is payable on September 26, 2025 to shareholders of record as at the close of business on September 10, 2025.

The following table summarizes dividends paid and payable by the Company over the last three fiscal years:

For	Declaration date	Record Date	Payment date	\$ / Share
2025 - Q4	August 20, 2025	September 10, 2025	September 26, 2025	\$ 0.23
2025 - Q3	May 14, 2025	May 28, 2025	June 11, 2025	0.23
2025 - Q2	February 12, 2025	February 26, 2025	March 12, 2025	0.23
2025 - Q1	November 13, 2024	November 29, 2024	December 18, 2024	0.22
2024 - Q4	August 21, 2024	September 11, 2024	September 27, 2024	0.22
2024 - Q3	May 9, 2024	May 29, 2024	June 12, 2024	0.21
2024 - Q2	February 7, 2024	February 27, 2024	March 13, 2024	0.21
2024 - Q1	November 8, 2023	November 24, 2023	December 8, 2023	0.21
2023 - Q4	August 23, 2023	September 15, 2023	September 29, 2023	0.21
2023 - Q3	May 8, 2023	May 23, 2023	June 6, 2023	0.21
2023 - Q2	February 8, 2023	February 23, 2023	March 3, 2023	0.21
2023 - Q1	November 9, 2022	November 25, 2022	December 9, 2022	0.22

Outstanding Share Data

As at August 20, 2025, Corby had 24,274,320 Voting Class A Common Shares and 4,194,536 Non-Voting Class B Common Shares outstanding. The Company does not have a stock option plan, and therefore, there are no options outstanding.

Related Party Transactions

Transactions with parent, ultimate parent, and affiliates

The majority of Corby’s issued and outstanding Voting Class A shares are owned by HWSL. HWSL is a wholly-owned subsidiary of PR. Therefore, HWSL is Corby’s parent and PR is Corby’s ultimate parent. Affiliated companies are subsidiaries, which are controlled by Corby’s parent and/or ultimate parent.

Corby engages in a significant number of transactions with its parent company, its ultimate parent and various affiliates. Specifically, Corby renders services to its parent company, its ultimate parent, and affiliates for the marketing and sale of beverage alcohol products in the Canadian market. Furthermore, Corby outsources the large majority of its distilling, maturing, storing, blending, bottling and related production activities to its parent company, HWSL. A significant portion of Corby’s bookkeeping, recordkeeping services, data processing and other administrative services are also outsourced to its parent company, HWSL. Significant transactions with the parent company, ultimate parent and affiliates are subject to Corby’s related party transaction policy, which requires such transactions to undergo an extensive review and require approval from an Independent Committee of the Board of Directors.

The companies operate under the terms of agreements that initially became effective on September 29, 2006 (the “2006 Agreements”). These agreements provide the Company with the exclusive right to represent PR’s brands in the Canadian market, as well as providing for the continuing production of certain Corby brands by PR at its production facility in Windsor, Ontario. Certain officers of Corby have been appointed as directors and officers of PR’s North American entities, as approved by Corby’s Board of Directors.

The 2006 Agreements have been amended and renewed, as follows:

- On August 26, 2015, Corby entered into an agreement with PR and certain affiliates amending the September 29, 2006 Canadian representation agreements, pursuant to which Corby agreed to provide more specialized marketing, advertising and promotion services for the PR and affiliate brands under the applicable representation agreements in consideration of an increase to the rate of commission payable to Corby by such entities.
- On November 11, 2015, Corby and PR entered into agreements for the continued production and bottling of Corby’s owned-brands by PR at the HWSL production facility in Windsor, Ontario, for a 10- year term commencing September 30, 2016. On the same date, Corby and PR entered into an administrative services agreement, under which Corby agreed to continue to manage certain of PR’s business interests in Canada, with a similar term and commencement date. Corby’s role managing the HWSL production facility ended on June 30, 2020 but the rest of the services contemplated by the administrative services agreement continue to be provided and are governed by that agreement.

On September 24, 2020, Corby renewed its exclusive right to represent PR’s brands in Canada for a further five years and three months, effective July 1, 2021 until September 29, 2026, with a potential for automatic renewal for a further three years thereafter, subject to the achievement of performance criteria (the “2021 Agreement”). This new representation agreement also renewed Corby’s exclusive right to represent Absolut vodka in Canada. Those rights were originally granted in an agreement entered into on September 26, 2008 for a five-year term, which was extended to September 29, 2021 (consistent with the brands subject to the 2006 Agreements) by way of an agreement dated November 9, 2011 and amended on September 30, 2013. The end of the term of the new Canadian representation agreement aligns with those of existing production and administrative services agreements with PR, renewed in 2016. The 2021 Agreement required a payment of an up-front fee of \$54.5 million which was paid September 28, 2021, which Corby funded through its deposits in cash management pools. Since the 2021 Agreement is a related party transaction, the agreement was approved by the Independent Committee of the Corby Board of Directors, in accordance with Corby’s related party transaction policy.

On June 12, 2023, Corby entered into a loan agreement with PR with a total available credit amount of \$120 million. The loan provided Corby with the required funding to complete the ABG acquisition which closed on July 4, 2023. The loan bears interest at a fixed rate of 5.43% per annum and matures June 20, 2033. Interest is payable on a quarterly basis. The term loan along with any accrued interest is due in full at the maturity date, June 20, 2033, with Corby provided the option to voluntarily make partial or total repayment at any time before the maturity date. The loan agreement is on arm’s-length terms at market rates and, as it was a related party transaction, was approved by Corby’s Independent Committee of the Board of Directors, with external financial and legal advice.

PR also represents certain Corby-owned brands in the UK. On March 21, 2016, the Company entered into an agreement with Pernod Ricard UK Ltd. (“PRUK”), an affiliated company, which provides PRUK the exclusive right to represent Lamb’s rum in Great Britain effective July 1, 2016. On March 28, 2019 the agreement was amended to include Ungava gin. The agreement was amended again on March 21, 2021 to modify the list of products represented by PRUK and to extend the term of the agreement for a five-year period ending June 30, 2026.

On July 17, 2024, PR announced the sale of its international strategic wine brands to Australian Wine Holdco Limited, which closed effective on April 30, 2025. The transaction includes the sale of a wide portfolio of international wine brands owned and produced by Pernod Ricard Winemakers from three origins including Jacob’s Creek® from Australia; Stoneleigh®, Brancott Estate® from New Zealand; and Campo Viejo® from Spain. Corby has continued to represent these brands in Canada during a transition period ending August 31, 2025 under the same terms as those contained in the PR representation agreement. As of August 20, 2025, discussions with the new owner to continue the representation and distribution of the acquired wine brands in Canada beyond the end of the transition period are progressing positively.

Deposits in cash management pools

Corby participates in a cash pooling arrangement under a Mirror Netting Service Agreement, together with PR’s other Canadian affiliates, the terms of which are administered by Citibank N.A. effective July 17, 2014 (the “Mirror Netting Service Agreement”). The Mirror Netting Service Agreement acts to aggregate each participant’s net cash balance for purposes of having a centralized cash management function for all of PR’s Canadian affiliates, including Corby. As a result of Corby’s participation in this agreement, Corby’s credit risk associated with its deposits in cash management pools is contingent upon PR’s credit rating. PR’s credit rating as at August 20, 2025, as published by Standard & Poor’s and Moody’s, was BBB+ and Baa1, respectively. PR compensates Corby for the benefit it receives from having the Company participate in the Mirror Netting Service Agreement by paying interest to Corby. During the year ended June 30, 2025, Corby earned market rates of interest, based upon the 30-day Canadian Overnight Repo Rate (“CORRA”) plus 0.75% on its deposits in cash management pools. Prior year interest was calculated using the 30-day Canadian Dealer Offered Rate (“CDOR”) plus 0.40%. Corby accesses these funds on a daily basis and has the contractual right to withdraw these funds or terminate these cash management arrangements upon providing five days’ written notice.

Results of Operations – Fourth Quarter of Fiscal 2025

The following table presents a summary of certain selected consolidated financial information for the Company for the three-month periods ended June 30, 2025 and 2024:

	Three Months Ended			
	Jun. 30, 2025	Jun. 30, 2024	\$ Change	% Change
<i>(in millions of Canadian dollars, except per share amounts)</i>				
Revenue	\$ 72.0	\$ 66.5	\$ 5.5	8%
Cost of sales	(37.9)	(34.1)	\$ (3.8)	11%
Marketing, sales and administration	(23.7)	(24.0)	0.4	(2%)
Other income (expense)	(0.0)	0.3	(0.3)	(109%)
Earnings from operations	10.4	8.7	1.7	20%
Adjusted Earnings from operations ⁽¹⁾	11.5	9.2	2.3	25%
Adjusted EBITDA ⁽¹⁾	15.6	13.3	2.3	18%
Financial income	0.2	0.4	(0.2)	(55%)
Financial expenses	(2.1)	(2.4)	0.4	(15%)
Net financial expense	(1.9)	(2.1)	0.2	(8%)
Earnings before income taxes	8.5	6.6	1.9	29%
Income taxes	(2.3)	(1.8)	(0.5)	26%
Net earnings	\$ 6.2	\$ 4.8	\$ 1.4	30%
Adjusted Net earnings ⁽¹⁾	\$ 7.5	\$ 5.4	\$ 2.0	37%
Per common share				
- Basic net earnings	\$ 0.22	\$ 0.17	\$ 0.05	30%
- Diluted net earnings	\$ 0.22	\$ 0.17	\$ 0.05	30%
- Adjusted Basic net earnings ⁽¹⁾	\$ 0.26	\$ 0.19	\$ 0.07	37%
- Adjusted Diluted net earnings ⁽¹⁾	\$ 0.26	\$ 0.19	\$ 0.07	37%
⁽¹⁾ See "Non-IFRS Financial Measures"				

Revenue

The following table highlights the various components of the Company's revenue streams for the quarter:

	Three Months Ended							
	Jun. 30, 2025	Jun. 30, 2024	Consolidated \$ Change	% Change	Organic \$ Change	% Change		
<i>(in millions of Canadian dollars)</i>								
Revenue streams:	Consolidated	Organic ⁽¹⁾	Consolidated	Consolidated	Consolidated	Organic ⁽¹⁾		
Case goods	\$ 63.4	\$ 62.0	\$ 57.9	\$ 5.5	10%	\$ 4.1	7%	
Domestic	59.6	58.2	53.5	6.1	11%	4.7	9%	
International	3.8	3.8	4.3	(0.6)	(13%)	(0.6)	(13%)	
Total Commissions	7.7	7.7	7.1	0.6	9%	0.6	9%	
Gross commissions	10.3	10.3	9.7	0.6	7%	0.6	7%	
Amortization of representation rights	(2.6)	(2.6)	(2.6)	-	0%	-	0%	
Other services	0.9	0.9	1.6	(0.7)	(42%)	(0.7)	(42%)	
Revenue	\$ 72.0	\$ 70.6	\$ 66.5	\$ 5.5	8%	\$ 4.1	6%	
⁽¹⁾ See "Non-IFRS Financial Measures".								

Organic revenue growth is measured as the difference between revenue excluding case goods revenue from acquired or disposed brands compared to revenue in the preceding fiscal period during which the acquisition or disposal had not yet occurred. For the three-months ended June 30, 2025, organic revenue excludes revenue from Nude Beverages in April 2025 since the comparative period did not have revenues prior to the acquisition in May 2024. Case goods revenue increased \$5.5 million, or 10% for the three-months period ended June 30, 2025 when compared to the same period last year, bolstered by the inclusion of three months of Nude revenue in the current fiscal year, compared to the inclusion of Nude revenue as of the acquisition in May 2024 in the comparison period.

Organic case goods revenue grew \$4.1 million or 7% in the three-month period ended June 30, 2025 compared to the same period last year, with owned and represented spirits benefiting from strong shelf prominence as a result of sales execution excellence, provincial trade measures, sustained by strong momentum in the RTD segment from consumer demand and continued pipeline fill to new points of distribution from the RTM modernization in Ontario, and the lapping of the unfavourable impact from the customer pricing dispute in the comparison period. However, this performance was partially offset by unfavourable phasing in international markets and lapping of the LCBO pre-buying effect ahead of July 2024 labour strike action in the comparison period.

Total commissions reached \$7.7 million, growing by \$0.6 million, or 9%, in the three-months ended June 30, 2025 compared to the same period in the prior year, driven by certain brands benefitting from shelf prominence as result of provincial trade measures, while shipments of wines softened after a strong period of pipeline fill from the RTM modernization in Ontario. On July 17, 2024, PR announced the sale of its international strategic wine brands to Australian Wine Holdco Limited, which closed effective on April 30, 2025. The affected brands contributed \$0.6 million toward Net earnings in the three-month period ended June 30, 2025. Please refer to the “Significant Event” section in this MD&A for further details. Retail performance on PR spirits continued to outpace the overall market, as the portfolio benefitted from its comprehensive positioning across price bands and categories along with PR’s investment to build these brands in Canada.

Other services represent ancillary revenue incidental to Corby's core business activities, such as logistical fees, merchandise sales, and occasional bulk whisky sales. Revenue from other services declined \$0.7 million or 42% during the three-month period ended June 30, 2025 when compared to the same period last year as result of the lapping of a one-time bulk whisky sale in the comparison period.

As a result, total revenue increased \$5.5 million or 8% during the three-month period ended June 30, 2025, while organic operating revenue increased \$4.1 million or 6%.

Cost of sales

Cost of goods sold was \$37.9 million during the three-month period ended June 30, 2025, increasing \$3.8 million or 11% when compared with the same three-month period last year, reflecting the greater inclusion of Nude Beverages' cost of sales due to the timing of acquisition in the comparison period and higher overall input costs on production and distribution.

Marketing, sales and administration

In the fourth quarter of fiscal 2025, marketing, sales and administrative expenses decreased by \$0.4 million, or 2% as compared to the prior year period, primarily reflecting continued diligence in overhead management and realized organizational efficiency, all whilst having a greater inclusion of marketing investments and overheads related to the Nude Beverages due to the timing of acquisition in the comparison period. Marketing costs included the J.P. Wiser's multi-year Canadian partnership with National Hockey League and higher on-premise promotional activity.

Net earnings and earnings per share

Net earnings for the fourth quarter of fiscal year 2025 were \$6.2 million, or \$0.22 per share, which is an increase of \$1.4 million or 30% over the same quarter last year driven by the aforementioned reasons and lower interest costs on ABG's credit facilities payable. Once adjusted to remove certain amounts that management believes are not indicative of Corby’s underlying business performance and trends (See the “Non-IFRS Financial Measures”

section of this MD&A for more information), Adjusted net earnings for the three-months ended June 30, 2025 were \$7.5 million, a significant increase of \$2.0 million or 37% compared to the same period last year.

Selected Quarterly Information

Summary of Quarterly Financial Results

Seasonality factors cause Corby’s operating results to fluctuate from quarter to quarter. Spirits sales typically are strong in the first and second fiscal quarters, while third-quarter sales usually are lower after the end of the retail holiday season. Fourth-quarter spirits sales typically increase again with the onset of warmer weather as consumers tend to increase their purchasing levels during the summer season. In contrast, the RTD segment benefits from outdoor gatherings and warmer months, leading typically to stronger sales in the first and fourth fiscal quarters, during the spring and summer.

The following table provides selected historical information and other data, which should be read in conjunction with the financial statements of the Company.

<i>(in millions of Canadian dollars, except per share amounts)</i>	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
	2025	2025	2025	2025	2024	2024	2024	2024
Revenue	\$ 72.0	\$ 48.0	\$ 61.7	\$ 65.1	\$ 66.5	\$ 48.5	\$ 56.0	\$ 58.6
Earnings from operations	10.4	7.7	13.0	15.0	8.7	9.2	11.4	11.4
Adjusted Earnings from Operations ⁽¹⁾	11.5	7.7	13.0	15.6	9.2	9.2	12.0	14.3
Adjusted EBITDA ⁽¹⁾	15.6	11.7	17.2	19.5	13.3	13.0	15.7	18.1
Net earnings	6.2	4.0	7.9	9.3	4.8	4.3	7.3	7.5
Basic EPS	0.22	0.14	0.28	0.33	0.17	0.15	0.26	0.26
Diluted EPS	0.22	0.14	0.28	0.33	0.17	0.15	0.26	0.26
Adjusted Net earnings ⁽¹⁾	7.5	4.5	8.4	10.2	5.4	5.6	7.8	9.6
Adjusted Basic EPS ⁽¹⁾	0.26	0.16	0.30	0.36	0.19	0.20	0.27	0.33
Adjusted Diluted EPS ⁽¹⁾	0.26	0.16	0.30	0.36	0.19	0.20	0.27	0.33

⁽¹⁾ See "Non-IFRS Financial Measures".

Critical Accounting Estimates

The preparation of the consolidated financial statements in conformity with IFRS requires management to make certain judgments, estimates and assumptions that affect the application of accounting policies, the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting period.

Judgment is commonly used in determining whether a balance or transaction should be recognized in the consolidated financial statements and estimates, and assumptions are more commonly used in determining the measurement of recognized transactions and balances. However, judgment and estimates are often interrelated. Estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Estimates are made on the assumption the Company will continue as a going concern and are based on information available at the time of preparation. Estimates may be revised where the circumstance on which they were based change or where new information becomes available. Future outcomes can differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

Critical judgments, estimates and assumptions are used in applying accounting policies and have the most significant effect on the following:

(i) Impairment

The Company uses judgment in determining the grouping of assets to identify its Cash-Generating Units (“CGUs”) for purposes of testing for impairment of goodwill, intangible assets and property, plant and equipment. A CGU is defined as the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal management purposes.

Intangible assets and property, plant and equipment are subject to impairment tests whenever there is an indication that the value of the asset has been impaired and at least once a year for non-current assets with indefinite useful lives (goodwill, trademarks and licences, and distribution rights). Judgment has been used in determining whether there has been an indication of impairment.

The Company uses estimates to determine a CGU’s or group of CGUs’ recoverable amount based on the higher of fair value less costs to sell and value in use (“VIU”), which involves estimating future cash flows before taxes. The process of determining the recoverable amount requires the Company to make estimates and assumptions of a long-term nature regarding discount rates, projected revenues and terminal growth rates, as applicable, derived from past experience, actual operating results and budgets. These estimates and assumptions may change in the future due to uncertain competitive and economic market conditions or changes in business strategies.

(ii) Business combinations

Business combinations are accounted for using the acquisition method of accounting. The Company determines the fair value of the identifiable assets acquired and the liabilities assumed using income approach valuation techniques corroborated by other valuation techniques. The process of determining these fair values requires the Company to make estimates and assumptions of a long-term nature regarding discount rates, projected revenues, royalty rates and margins derived from past experience, actual operating results and budgets. These estimates and assumptions may change in the future due to uncertain competitive and economic market conditions or changes in business strategies.

(iii) Income and other taxes

In calculating current and deferred income and other taxes, the Company uses judgment when interpreting the tax rules in jurisdictions where the Company operates. The Company also uses judgment in classifying transactions and assessing probable outcomes of claimed deductions, which considers expectations of future operating results, the timing and reversal of temporary differences, and possible audits of income tax and other tax filings by tax authorities.

Deferred income tax assets require management judgment in order to determine the amounts to be recognized. This includes assessing the timing of the reversal of temporary differences to which deferred income tax rates are applied.

(iv) Post-employment benefits

The accounting for the Company’s post-employment benefit plans requires the use of estimates and assumptions. The accrued benefit liability is calculated using actuarial determined data and the Company’s best estimates of future salary escalations, retirement ages of employees, employee turnover, mortality rates, market discount rates, and expected health and dental care costs.

(v) Non-controlling interest obligation

The non-controlling interest obligation (“NCI”) involves uncertainty in estimating the underlying future cash flows related to the obligation, their expected fluctuations and timing, on a recurring basis. Accretion of the non-controlling interest obligation is recorded as interest in financial expense on the statement of earnings.

(vi) Other

Other estimates include determining the useful lives of property, plant and equipment and intangible assets for the purpose of depreciation and amortization, as well as measuring items such as allowances for uncollectible accounts receivable, the fair value of grapes at time of harvest, and inventory obsolescence and certain fair value measures including those related to the valuation of share-based payments and financial instruments.

Recent Accounting Pronouncements

Recent accounting pronouncements in effect

A number of new standards, amendments to standards and interpretations are effective for the financial year ended June 30, 2025, and accordingly, have been applied in preparing the consolidated financial statements:

a) IAS 1, Presentation of Financial Statements

In January 2020, the IASB issued an amendment to IAS 1, “Presentation of Financial Statements” (“IAS 1”). The amendment clarifies the classification of liabilities as current or non-current depending on the rights that exist at the end of the reporting period. The amendment also clarifies the meaning of settlement of a liability. Furthermore, the amendment specifies that covenants whose compliance is assessed after the reporting date do not affect the classification of debt as current or non-current at the reporting date. Instead, the entity is required to disclose information about these covenants in the notes to the financial statements. This amendment is effective for annual periods beginning on or after January 1, 2024. For Corby, the amendment became effective July 1, 2024 and did not have any impact on the Company’s financial statements and disclosures.

The following standards and amendments to standards are also effective for the financial reporting year but were not applicable to Corby:

New or Revised Pronouncement		Effective Date	Company Effective Date
Amendments to IAS 7 & IFRS 7	Supplier financing arrangements	January 1, 2024	July 1, 2024
Amendments to IFRS 16	Lease liability in a sale and leaseback	January 1, 2024	July 1, 2024

Recent accounting pronouncements not in effect

The below standards and amendments to standards have been issued but are not yet effective for the fiscal year ending June 30, 2025, and accordingly, have not been applied in preparing the consolidated financial statements:

a) IFRS 18, Presentation and Disclosure in Financial Statements

In April 2024, the IASB issued a new standard IFRS 18 “Presentation and Disclosure in Financial Statements” that will replace IAS 1 “Presentation of Financial Statements”. This new standard introduces newly defined subtotals on the statement of earnings, new requirements for classification of information, and disclosure of Management Performance Measures in the financial statements. This new standard is effective for annual reporting periods beginning on or after January 1, 2027. For Corby, the amendment will become effective July 1, 2027. The Company is currently assessing the impacts that the new standard will have on its financial statements and disclosures.

Other upcoming standards and amendments to standards that are not expected to have an impact on the Company’s disclosures and financial results are as follows:

New or Revised Pronouncement		Effective Date	Company Effective Date
Amendments to IAS 21	Lack of exchangeability of currencies	January 1, 2025	July 1, 2025
Amendments to IFRS 9 and IFRS 7	Classification and measurement of financial instruments	January 1, 2026	July 1, 2026
Amendments to IFRS 9 and IFRS 7	Power purchase arrangements	January 1, 2026	July 1, 2026
IFRS 19	Subsidiaries without public accountability: disclosures	January 1, 2027	July 1, 2027

Disclosure Controls and Procedures

The Company maintains a system of disclosure controls and procedures that has been designed to provide reasonable assurance that information required to be disclosed by the Company in its public filings is recorded, processed, summarized and reported within required time periods and includes controls and procedures designed to ensure that all relevant information is accumulated and communicated to senior management, including the Company’s Chief Executive Officer (“CEO”) and Chief Financial Officer (“CFO”), to allow timely decisions regarding required disclosure.

Management, with the participation of the CEO and CFO, has evaluated the effectiveness of the Company’s disclosure controls and procedures (as defined in National Instrument 52-109) as at June 30, 2025, and has concluded that such disclosure controls and procedures are effective based upon such evaluation.

Internal Controls Over Financial Reporting

The Company maintains a system of disclosure controls and procedures to provide reasonable assurance that all material information relating to the Company is gathered and reported to senior management on a timely basis so that appropriate decisions can be made regarding public disclosure.

In addition, the CEO and CFO have designed, or caused to be designed under their supervision, internal controls over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. Internal control systems, no matter how well designed, have inherent limitations. Therefore, even those systems determined to be designed effectively can provide only reasonable assurance with respect to financial reporting and financial statement preparation.

Management, with the participation of the CEO and CFO, has evaluated the effectiveness of the Company’s internal controls over financial reporting as at June 30, 2025, and has concluded that internal control over financial reporting is designed and operating effectively to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS. Management’s assessment was based on the framework established in Internal Control – Integrated Framework (2013), published by the Committee of Sponsoring Organizations of the Treadway Commission.

There were no changes in internal control over financial reporting during the Company’s most recent annual period that have materially affected, or are reasonably likely to materially affect, the Company’s internal controls over financial reporting.

Non-IFRS Financial Measures

In addition to using financial measures prescribed under IFRS, references are made in this MD&A to “Adjusted Earnings from Operations”, “Adjusted Net Earnings”, “Adjusted Basic Earnings per Share”, “Adjusted Diluted Earnings per Share”, “Organic Revenue”, “Adjusted EBITDA”, “Total debt”, and “Net debt” which are non-IFRS financial measures. Non-IFRS financial measures do not have any standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other issuers.

To better understand our underlying business performance and trends, Corby uses certain non-IFRS financial measures, which management believes, are important supplemental measures of operating performance and highlight trends in the core business that may not otherwise be apparent when relying solely on IFRS financial measures. Management believes these measures allow for the measurement of the underlying financial performance of the business.

Adjusted Earnings from Operations is equal to earnings from operations before interest and taxes for the period adjusted to remove the costs incurred for business combination inventory fair value adjustments, restructuring

provisions and portfolio rationalization costs; in fiscal year 2024, remove the costs incurred for business combination inventory fair value adjustments, one-time termination fees related to distributor transitions, restructuring provisions and the transaction costs related to the acquisition of ABG and Nude assets; and fiscal year 2023, adjusted to remove the transaction costs related to the acquisition of ABG, one-time termination fees related to distributor transitions and organizational restructuring provisions.

Adjusted Net Earnings is equal to net earnings for the period adjusted to remove the costs incurred for business combination inventory fair value adjustments, restructuring provisions, portfolio rationalization costs and the notional interest charges related to NCI obligation; in fiscal year 2024, remove the costs incurred for business combination inventory fair value adjustments, one-time termination fees related to distributor transitions, restructuring provisions, the transaction costs related to the acquisition of ABG and Nude assets and the notional interest charges related to NCI obligation; and fiscal year 2023, adjusted to remove the transaction costs related to the acquisition of ABG, one-time termination fees related to distributor transitions and organizational restructuring provisions, net of tax calculated using the effective tax rate. Adjusted earnings per share and adjusted diluted earnings per share are computed in the same way as basic earnings per share.

Organic revenue growth is measured as the difference between revenue excluding case goods revenue from acquired or disposed brands compared to revenue in the preceding fiscal period during which the acquisition or disposal had not yet occurred. For fiscal year 2025, organic revenue excludes revenue from Nude Beverages from July 2024 to April 2025 since the comparative period did not have revenues prior to the acquisition in May 2024.

Adjusted EBITDA refers to Adjusted Earnings from Operations adjusted to remove amortization and depreciation disclosed in Corby’s financial statements.

Total Debt refers to debt of the Company, which includes bank indebtedness and credit facilities payable, lease liabilities and long-term debt.

Net Debt refers to the cash and deposits in cash management pools of the Company, less bank indebtedness and credit facilities payable and long-term debt.

These non-IFRS financial measures exclude the costs incurred from portfolio rationalization, transaction costs related to the acquisitions, one-time termination fees related to distributor transitions, organizational restructuring provisions, fair value adjustments to inventory related to business combinations comparative periods and are described as “Adjusted”. At the Net Earnings level, non-IFRS financial measures also exclude the notional interest charges related to the NCI obligation.

With respect to costs incurred in relation to M&A activity (including transaction costs and fair value adjustments to inventory related to business combinations), while remaining vigilant for business acquisition is part of Corby’s business strategy and costs are incurred on a recurring and regular basis in the search and evaluation of prospective targets and interested parties, the Company has adjusted for the costs associated with completed acquisition activity during fiscal years 2023 and 2024 in its adjusted metrics. The recent ABG & Nude acquisitions were Corby’s first acquisitions since 2017. Corby has completed two acquisitions in the last eight years and has adjusted the one-time costs to complete these transactions in Adjusted Earnings from Operations and Adjusted Net Earnings.

Costs incurred in relation to distributor transitions, specific organizational restructuring programs distinct from severance costs incurred in the normal course of business, and costs related to rationalizing brand portfolio including the discontinuation of certain recently acquired product lines following a strategic portfolio review, have been adjusted in Adjusted Earnings from Operations, and interest costs incurred in relation to the NCI obligation along with the aforementioned costs and has been adjusted in Adjusted Net Earnings. Management believes the exclusion of these costs allows for the measurement of the underlying financial performance of the business on a more consistent basis.

To reiterate, Management believes the non-IFRS measures defined above are important supplemental measures of operating performance and highlight trends in the core business that may not otherwise be apparent when

relying solely on IFRS financial measures. Management believes that these measures allow for assessment of the Company’s operating performance and financial condition on a basis that is more consistent and comparable between reporting periods. Using these non-IFRS measures allows management to more concisely describe the key factors that have impacted Corby’s financial results.

Reconciliation Tables

The following table presents a reconciliation of Earnings from Operations to Adjusted Earnings from Operations and Net Earnings to Adjusted Net Earnings, being their most directly comparable financial measures prescribed by IFRS for the three months and years ended June 30, 2025, 2024 and 2023:

<i>(in millions of Canadian dollars)</i>	<i>Three months ended</i>				
	June 30, 2025	June 30, 2024	June 30, 2023	<i>June 30, 2025 vs 2024</i>	
				<i>\$ Change</i>	<i>% Change</i>
Earnings from operations	\$ 10.4	8.7	1.8	\$ 1.7	20%
Adjustments:					
Transaction related costs ¹	-	0.6	3.0	(0.6)	(100%)
Portfolio rationalization costs ²	0.8	-	-	0.8	n.a.
Restructuring costs ³	0.3	(0.3)	0.7	0.5	(197%)
Fair value adjustment to inventory ⁴	-	0.2	-	(0.2)	(100%)
Distributor transition ⁵	-	-	0.4	-	n.a.
Adjusted Earnings from operations	\$ 11.5	9.2	5.9	\$ 2.3	25%
Adjusted for Depreciation and amortization	4.1	4.1	3.8	0.0	1%
Adjusted EBITDA	\$ 15.6	13.3	9.7	\$ 2.3	18%
Net earnings	\$ 6.2	4.8	1.6	\$ 1.4	30%
Adjustments:					
Transaction related costs ¹	-	0.3	2.5	(0.3)	(100%)
Portfolio rationalization costs ²	0.6	-	-	0.6	n.a.
Restructuring costs ³	0.2	(0.3)	0.5	0.4	(171%)
Fair value adjustment to inventory ⁴	-	0.1	-	(0.1)	(100%)
Distributor transition ⁵	-	-	0.3	-	n.a.
NCI Obligation ⁶	0.5	0.5	-	0.1	12%
Adjusted Net earnings	\$ 7.5	5.4	4.9	\$ 2.0	37%

(in millions of Canadian dollars)	Year ended					
	June 30, 2025	June 30, 2024	June 30, 2023	June 30, 2025 vs 2024		
				\$ Change	% Change	
Earnings from operations	\$ 46.1	40.7	28.3	\$ 5.4	13%	
Adjustments:						
Transaction related costs ¹	-	1.2	3.0	(1.2)	(100%)	
Portfolio rationalization costs ²	0.8	-	-	0.8	n.a.	
Restructuring costs ³	0.3	(0.3)	0.7	0.5	(197%)	
Fair value adjustment to inventory ⁴	0.6	3.2	-	(2.6)	(81%)	
Distributor transition ⁵	-	(0.3)	0.4	0.3	(100%)	
Adjusted Earnings from operations	\$ 47.8	44.6	32.4	\$ 3.2	7%	
Adjusted for Depreciation and amortization	16.3	15.4	14.8	0.8	5%	
Adjusted EBITDA	\$ 64.0	60.0	47.2	\$ 4.0	7%	
Net earnings	\$ 27.4	23.9	\$ 22.0	\$ 3.5	15%	
Adjustments:						
Transaction related costs ¹	-	0.9	2.5	(0.9)	(100%)	
Portfolio rationalization costs ²	0.6	-	-	0.6	n.a.	
Restructuring costs ³	0.2	(0.3)	0.5	0.4	(171%)	
Fair value adjustment to inventory ⁴	0.4	2.4	-	(1.9)	(81%)	
Distributor transition ⁵	-	(0.2)	0.3	0.2	(100%)	
NCI Obligation ⁶	2.0	1.8	-	0.2	12%	
Adjusted Net earnings	\$ 30.6	28.5	25.3	\$ 2.1	7%	

(1) Costs related to the acquisitions of ABG and Nude Beverages brands

(2) Costs related to rationalizing brand portfolio, including costs incurred to discontinue certain recently acquired product lines following strategic portfolio review

(3) (Income) / costs related to organizational restructuring and provisions

(4) Costs related to fair value adjustments to inventory due to business combination

(5) (Income) / costs related to one-time fee for distributor transition

(6) Notional interest costs related to non controlling interest obligations for ABG

The following table presents a reconciliation of total debt and net debt to their most directly comparable financial measures for the years ended June 30, 2025 and 2024:

(in millions of Canadian dollars)	June 30, 2025	June 30, 2024
Bank indebtedness	\$ (3.5)	\$ -
Credit facilities payable	(1.5)	(17.8)
Lease liabilities	(3.6)	(3.0)
Long-term debt	(102.0)	(120.0)
Total debt	\$ (110.6)	\$ (140.8)
Cash	\$ 0.2	\$ 4.6
Deposits in cash management pools	15.8	27.4
Bank indebtedness	(3.5)	-
Credit facilities payable	(1.5)	(17.8)
Long-term debt	(102.0)	(120.0)
Net debt	\$ (91.0)	\$ (105.8)

The following table presents a reconciliation of total organic revenue and organic case goods revenue to their most directly comparable financial measures for the three months and year ended June 30, 2025, and 2024:

(in millions of Canadian dollars)	Three months ended					
	Jun 30, 2025			June 30, 2024	Organic Growth	
Revenue Streams:	Consolidated	Adjusted for revenue from acquired or disposed entities	Organic	Consolidated	\$ Change	% Change
Domestic case goods revenue	\$ 59.6	(1.4)	\$ 58.2	\$ 53.5	\$ 4.7	9%
Export case goods revenue	3.8	-	3.8	4.3	(0.6)	(13%)
Total commissions	7.7	-	7.7	7.1	0.6	9%
Other services	0.9	-	0.9	1.6	(0.7)	(42%)
Total Revenue	\$ 72.0	(1.4)	\$ 70.6	\$ 66.5	\$ 4.1	6%
(in millions of Canadian dollars)	Year ended					
	Jun 30, 2025			June 30, 2024	Organic Growth	
Revenue Streams:	Consolidated	Adjusted for revenue from acquired or disposed entities	Organic	Consolidated	\$ Change	% Change
Domestic case goods revenue	\$ 197.3	(13.3)	\$ 184.1	\$ 181.8	\$ 2.3	1%
Export case goods revenue	14.9	-	14.9	17.0	(2.0)	(12%)
Total commissions	30.6	-	30.6	26.6	4.0	15%
Other services	3.9	-	3.9	4.3	(0.4)	(9%)
Total Revenue	\$ 246.8	(13.3)	\$ 233.5	\$ 229.7	\$ 3.9	2%

The following table presents a reconciliation of adjusted EBITDA to their most directly comparable financial measures from the three-month period ended June 30, 2025 to the three-month period ended June 30, 2023:

(in millions of Canadian dollars)	Three Months Ended									
	Jun. 30, 2025	Mar. 31, 2025	Dec. 31, 2024	Sep. 30, 2024	Jun. 30, 2024	Mar. 31, 2024	Dec. 31, 2023	Sep. 30, 2023	Jun. 30, 2023	
Earnings from operations	\$ 10.4	7.7	13.0	15.0	8.7	9.2	11.4	11.4	1.8	
Adjustments:										
Transaction related costs ¹	-	-	-	-	0.6	-	0.6	-	3.0	
Portfolio rationalization costs ²	0.8	-	-	-	-	-	-	-	-	
Restructuring costs ³	0.3	-	-	-	(0.3)	-	-	-	0.7	
Fair value adjustment to inventory ⁴	-	-	-	0.6	0.2	-	0.2	2.8	-	
Distributor transition ⁵	-	-	-	-	-	-	(0.3)	-	0.4	
Adjusted Earnings from operations	\$ 11.5	7.7	13.0	15.6	9.2	9.2	12.0	14.3	5.9	
Adjusted for depreciation & amortization	4.1	4.1	4.1	3.9	4.1	3.8	3.7	3.9	3.8	
Adjusted EBITDA	\$ 15.6	11.7	17.2	19.5	13.3	13.0	15.7	18.1	9.7	

(1) Costs related to the acquisitions of ABG and Nude Beverages brands

(2) Costs related to rationalizing brand portfolio, including costs incurred to discontinue certain recently acquired product lines following strategic portfolio review

(3) (Income) / costs related to organizational restructuring and provisions

(4) Costs related to fair value adjustments to inventory due to business combination

(5) (Income) / costs related to one-time fee for distributor transition

Non-IFRS Financial Ratios

In addition to using financial ratios prescribed under IFRS, references are made in this MD&A to “Adjusted Basic Net Earnings Per Share” and “Adjusted Diluted Net Earnings Per Share” which are non-IFRS financial ratios. Non-IFRS financial ratios do not have any standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar ratios presented by other issuers.

“Adjusted Basic Net Earnings Per Share” is computed in the same way as basic net earnings per share, using the aforementioned Adjusted Net Earnings non-IFRS financial measure in place of reported Net Earnings.

“Adjusted Diluted Net Earnings Per Share” is computed in the same way as diluted net earnings per share, using the aforementioned Adjusted Net Earnings non-IFRS financial measure in place of reported Net Earnings.

Dividend Payout Ratio refers to annualized dividends paid divided by Cash Flow from Operating Activities.

Management believes the non-IFRS ratios defined above are important supplemental measures of operating performance and highlight trends in the core business that may not otherwise be apparent when relying solely on IFRS financial measures. Management believes that these measures allow for assessment of the Company’s operating performance and financial condition on a basis that is more consistent and comparable between reporting periods.

Reconciliation Tables

The following table presents a reconciliation of Adjusted Basic Net Earnings Per Share and Adjusted Diluted Net Earnings Per Share to their most directly comparable financial measures for the three months and years ended June 30, 2025, 2024 and 2023:

	Three months ended					
(in Canadian dollars)	June 30, 2025	June 30, 2024	June 30, 2023	June 30, 2025 vs 2024		
				\$ Change	% Change	
Per common share						
- Basic net earnings	\$ 0.22	0.17	0.06	\$ 0.05	30%	
- Diluted net earnings	\$ 0.22	0.17	0.06	\$ 0.05	30%	
Basic net earnings per share	\$ 0.22	0.17	0.06	\$ 0.05	30%	
Adjustments:						
Transaction related costs ¹	-	0.01	0.09	(0.01)	(100%)	
Portfolio rationalization costs ²	0.02	-	-	0.02	n.a.	
Restructuring costs ³	0.01	(0.01)	0.02	0.02	(171%)	
Fair value adjustment to inventory ⁴	-	0.00	-	(0.00)	(100%)	
Distributor transition ⁵	-	-	0.01	-	n.a.	
NCI Obligation ⁶	0.02	0.02	-	0.00	12%	
Adjusted Basic, net earnings per share	\$ 0.26	0.19	0.18	\$ 0.07	37%	
Dilluted net earnings per share	\$ 0.22	0.17	0.06	\$ 0.05	30%	
Adjustments:						
Transaction related costs ¹	-	0.01	0.09	(0.01)	(100%)	
Portfolio rationalization costs ²	0.02	-	-	0.02	n.a.	
Restructuring costs ³	0.01	(0.01)	0.02	0.02	(171%)	
Fair value adjustment to inventory ⁴	-	0.00	-	(0.00)	(100%)	
Distributor transition ⁵	-	-	0.01	-	n.a.	
NCI Obligation ⁶	0.02	0.02	-	0.00	12%	
Adjusted Diluted, net earnings per share	\$ 0.26	0.19	0.18	\$ 0.07	37%	

	Year ended					
(in Canadian dollars)	June 30, 2025	June 30, 2024	June 30, 2023	June 30, 2025 vs 2024		
				\$ Change	% Change	
Per common share						
- Basic net earnings	\$ 0.96	0.84	0.77	\$ 0.12	15%	
- Diluted net earnings	\$ 0.96	0.84	0.77	\$ 0.12	15%	
Basic net earnings per share	\$ 0.96	0.84	0.77	\$ 0.12	15%	
Adjustments:						
Transaction related costs ¹	-	0.03	0.09	(0.03)	(100%)	
Portfolio rationalization costs ²	0.02	-	-	0.02	n.a.	
Restructuring costs ³	0.01	(0.01)	0.02	0.02	(171%)	
Fair value adjustment to inventory ⁴	0.02	0.08	-	(0.07)	(81%)	
Distributor transition ⁵	-	(0.01)	0.01	0.01	(100%)	
NCI Obligation ⁶	0.07	0.06	-	0.01	12%	
Adjusted Basic, net earnings per share	\$ 1.08	1.00	0.89	\$ 0.07	7%	
Dilluted net earnings per share	\$ 0.96	0.84	0.77	\$ 0.12	15%	
Adjustments:						
Transaction related costs ¹	-	0.03	0.09	(0.03)	(100%)	
Portfolio rationalization costs ²	0.02	-	-	0.02	n.a.	
Restructuring costs ³	0.01	(0.01)	0.02	0.02	(171%)	
Fair value adjustment to inventory ⁴	0.02	0.08	-	(0.07)	(81%)	
Distributor transition ⁵	-	(0.01)	0.01	0.01	(100%)	
NCI Obligation ⁶	0.07	0.06	-	0.01	12%	
Adjusted Diluted, net earnings per share	\$ 1.08	\$ 1.00	0.89	\$ 0.07	7%	

(1) Costs related to the acquisitions of ABG and Nude Beverages brands
 (2) Costs related to rationalizing brand portfolio, including costs incurred to discontinue certain recently acquired product lines following strategic portfolio review
 (3) (Income) / costs related to organizational restructuring and provisions
 (4) Costs related to fair value adjustments to inventory due to business combination
 (5) (Income) / costs related to one-time fee for distributor transition
 (6) Notional interest costs related to non controlling interest obligations for ABG

The following table presents a reconciliation of the Rolling 12-month Dividend Payout Ratio to the quarterly dividends paid and quarterly cash flow from operating activities:

	Q4 2025	Q3 2025	Q2 2025	Q1 2025
(in millions of Canadian dollars except per share amounts)				
Dividend paid per share	\$ 0.23	0.23	0.22	0.22
Rolling 12-month Dividend paid per share	0.90			
Shares outstanding	28,468,856			
Rolling 12-month Historical dividends paid	\$ 25.6			
Cash flow from operating activities	15.5	(6.3)	31.9	3.7
Rolling 12-month Cash flow from operating activities	44.8			
Rolling 12-month Dividend Payout Ratio	57%			

Risks & Risk Management

The Company is exposed to a number of risks in the normal course of its business that have the potential to affect its operating and financial performance.

Industry and Regulatory

The beverage alcohol industry in Canada is subject to government policy, extensive regulatory requirements and significant rates of taxation at both the federal and provincial levels. As a result, changes in the government policy, regulatory and/or taxation environments within the beverage alcohol industry may affect Corby’s business operations, causing changes in market dynamics or changes in consumer consumption patterns. In addition, the Company’s provincial LB customers have the ability to mandate changes that can lead to increased costs, as well as other factors that may impact financial results.

As part of the modernization of the RTM in Ontario, beverages excluding spirits are now sold in Ontario grocery, convenience, and big-box stores as of September 2024, as noted in regulatory changes announced by the Ontario government on July 15, 2024. While the exclusion of spirits from such channels may negatively impact consumer purchasing and consumption patterns for spirits and is closely monitored by the Company, the modernization of the RTM in Ontario presents an opportunity for consumers to purchase a wider range of beverages with greater convenience, including Corby’s wine and RTD portfolio. The Company remains agile in its approach to the RTM modernization in Ontario to capitalize on this strategic opportunity for the business as well as continuing to cater to the needs of our consumers with the best of our product offerings.

Furthermore, certain provinces in Canada implement a minimum retail price (“MRP”) for beverage alcohol products, and update those prices on a periodic basis according to several factors, including inflationary rates and taxation changes. On March 28, 2025, the Ontario provincial government announced the elimination of the MRP for all spirits and spirit-based RTD products sold at the LCBO and other licensed retailers, effective April 1, 2025. The impact of this regulatory change on the overall retail and market environment in Ontario remains to be seen. Corby closely monitors the overall retail landscape and aims to remain competitive in the Canadian spirits market, while executing on our overall value optimization strategies.

The Ontario provincial government announced changes as part of the 2025 Ontario Budget to the basic mark-up rates applied by the LCBO on certain wine-based and spirit-based ready-to-drink beverages (RTDs), effective August 1, 2025, with further proposals to introduce a new “alcohol refreshment beverage” category. The Company continues to monitor the regulatory environment with respect to provincial taxation and aims to remain competitive in the market.

Additionally, as the Company looks to expand international product sales in the US, UK and other countries, exposure to changes in the laws and regulations (including on matters such as regulatory requirements, import duties, tariffs and taxation) in those countries could also adversely affect the operations, financial performance, or reputation of the Company. In particular, Corby is monitoring potential regulatory changes to import tariffs between Canada and the United States. Canadian goods compliant with CUSMA continue to benefit from exemption from baseline tariffs, including our exports to the US. The Company is also diversifying supply chains to help ensure product availability, in addition to increasing promotion of Canadian and international products to seize new opportunities and mitigate risks effectively. The Company may also purchase raw materials from international sources, and the price and availability of these materials may be adversely affected by changes in laws and regulations. The Company actively works to mitigate or minimize these risks through measures including but not limited to diversifying supply chains and export markets, active management of promotions and pricing, and re-allocation of investments. Corby will continue to be agile and respond with speed as new developments occur in this matter.

The Company, as an industry leader, actively participates in trade association discussions relating to new developments.

Geo-Political Risk

Geo-political and other events, such as the ongoing situation in Ukraine, and the sanctions imposed in connection therewith, and the situation in the Middle East, have led, and in the future may lead, to disruptions in Canadian and global economies and markets generally. The political and civil situations both domestically and in other countries cannot be accurately predicted. National and international political activities remain fluid and beyond our control. While we continue to monitor economic and political situations in Canada and other countries closely, any

new, prolonged or expanded unrest, military activities, or sanctions, could increase financial market volatility and have significant adverse direct or indirect effects on global economies and on our business, results of operations or financial results. Such events may indirectly impact the performance of the Company due to increased cost of inputs and supply chain volatility.

Consumer Consumption Patterns

Beverage alcohol companies are susceptible to risks relating to changes in consumer consumption patterns. Consumer consumption patterns are affected by many external influences, not the least of which is economic outlook, health trends and government alcohol consumption guidelines, as well as overall consumer confidence in the stability of the economy as a whole. Uncertainty and adverse changes in general economic conditions including high inflation, fuel and energy costs and interest rates may negatively impact consumer spending and consumer demand for the Company’s products and services which could adversely affect the Company’s operations or financial performance.

Additionally, the legalization of recreational cannabis in Canada could have the potential to impact consumer consumption patterns with respect to beverage alcohol products. Corby offers a diverse portfolio of products across all major spirits categories and at various price points. Corby continues to identify and offer new innovations in order to address consumer desires.

Distribution/Supply Chain Interruption

The Company is susceptible to risks relating to distributor and supply chain interruptions. Distribution in Canada is largely accomplished through the government-owned provincial LBs and, therefore, an interruption (e.g., a labour strike or pandemic) for any length of time, or a change in business model may have a significant impact on the Company’s ability to sell its products in a particular province and/or market. International sales are subject to the variations in distribution systems within each country where the products are sold.

Supply chain interruptions, including a manufacturing or inventory disruption or regional or global disruptions, can impact product quality and availability. The Company adheres to a comprehensive suite of quality programmes and proactively manages production and supply chains to mitigate any potential risk to consumer safety or Corby’s reputation and profitability.

The Company closely monitors the changing global environment to ensure LBs’ order fulfillment is achieved across the various markets. Consumer traffic from worldwide ports continues to be affected by shipping container availability issues and port disruptions. Global supply chains continue to be a potential risk, both for the supply of finished goods, and for raw materials.

Inherent to producing maturing products, there is a potential for shortages or surpluses in future years if demand and supply are materially different from long-term forecasts. Additionally, the loss through contamination, fire or other natural disaster of the stock of maturing products may result in significant reduction in supply and, as a result, Corby may not be able to meet customer demands. The Company monitors category trends and regularly reviews maturing inventory levels.

Environmental Compliance

Environmental liabilities may potentially arise when companies are in the business of manufacturing products and, thus, required to handle potentially hazardous materials. As Corby largely outsources its production, including all of its storage and handling of maturing alcohol, the risk of environmental liabilities is considered minimal. Corby currently has no significant recorded or unrecorded environmental liabilities.

Industry Consolidation

In recent years, the global beverage alcohol industry has continued to experience consolidation. Industry consolidation can have varying degrees of impact and, in some cases, may even create exceptional opportunities. Either way, management believes that the Company is well positioned to deal with this or other changes to the competitive landscape in Canada and other markets in which it carries on business.

Corby’s ability to properly complete acquisitions and subsequently integrate them may affect its results

Corby monitors growth opportunities that may present themselves, including by way of acquisitions. While we believe that an acquisition may create the opportunity to realize certain benefits, achieving these benefits will depend in part on successfully consolidating functions and integrating operations, procedures and personnel in an efficient manner, as well as our ability to realize any anticipated growth opportunities or costs savings from combining the target’s assets and operations with our existing brands and operations. Integration efforts following any acquisition may require the dedication of substantial management effort, time and resources, which may divert management’s focus and resources from other strategic opportunities and from operational matters during this process. In addition, Corby may be required to assume greater-than-expected liabilities due to liabilities that are undisclosed at the time of completion of an acquisition. A failure to realize, in whole or in part, the anticipated benefits of an acquisition may have a negative impact on the results or financial position of Corby.

Competition

The Canadian and international beverage alcohol industry is extremely competitive. Competitors may take actions to establish and sustain a competitive advantage through advertising and promotion and pricing strategies to maintain market share, which may negatively affect our sales, revenues and profitability. Corby constantly monitors the market and adjusts its own advertising, promotion, and pricing strategies as appropriate.

Competitors may also affect Corby’s ability to attract and retain high-quality employees. The Company’s long heritage attests to Corby’s strong foundation and successful execution of its strategies. Its role as a leading Canadian beverage alcohol company helps facilitate recruitment efforts.

Customer Risk

The beverage alcohol retail sector in Canada is subject to government policy and extensive regulatory requirements. As a result, provincial LB customers, who form the majority of Corby’s Canadian customer base, may implement changes which could affect Corby’s sales or impact market dynamics or changes in consumer consumption patterns. In addition, the Company’s provincial LB customers have the ability to mandate changes that can lead to increased costs, as well as other factors that may impact Corby’s financial results.

During November 2023, the Liquor Control Board of Ontario (“LCBO”), one of Corby’s customers, advised suppliers that it will be enforcing a pricing term included in its standard purchase terms and conditions that requires suppliers to ensure prices sold to the LCBO are the same or lower than prices sold to any other customer in Canada, which is in contradiction to other pricing policies imposed by the LCBO, particularly “minimum pricing” that increased minimum retail prices every year prior to the elimination of such policy in April 2025.

The LCBO levied penalties on suppliers for sales beginning April 2023. For the fiscal year ended June 30, 2024 Corby recorded expected penalties related to the period April 2023 through June 30, 2024, of which \$1.1 million remains accrued and included in accounts payable and accrued liabilities at June 30, 2025. In addition, the LCBO threatened to calculate penalties on sales not in compliance for the period before April 2023. Corby cannot quantify the potential charge, and no provision has been recorded in these financial statements for any exposure before April 2023. Corby believes a retroactive charge back of this nature would not be enforceable.

Corby, together with a collective of spirits suppliers representing almost 70% of the spirits products sold in Ontario, filed a court application with the Ontario Superior Court of Justice for court orders declaring that the LCBO’s pricing term is of no force and effect or, alternatively, cannot be enforced retroactively, and that the LCBO must release any amounts set off based on its enforcement. The matter was heard by the Commercial List court in June 2025 with a decision anticipated during fiscal year 2026.

The Company will continue to monitor the potential risks associated with any proposed changes by its customers, and as an industry leader, actively participates in trade association discussions relating to new developments in this area.

Credit Risk

Credit risk arises from deposits in cash management pools held with PR via Corby’s participation in the Mirror Netting Service Agreement (as previously described in the “Related Party Transactions” section of this MD&A), as well as credit exposure to customers, including outstanding accounts receivable. The maximum exposure to credit risk is equal to the carrying value of the Company’s financial assets. The objective of managing counterparty credit risk is to prevent losses in financial assets. The Company assesses the credit quality of its counterparties, considering their financial position, past experience and other factors. As the majority of Corby’s accounts receivable balances are collectible from government-controlled LBs, management believes the Company’s credit risk relating to accounts receivable is at an acceptably low level.

Exposure to Interest Rate Fluctuations

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company is exposed to interest rate risk to the extent that its cash in cash management pools, bank indebtedness and credit facilities payable are based upon variable rates of interest. The Company’s long term loan payables bear interest at a fixed rate. Corby does not conduct an active risk management program, as management believes that changes in interest rates would not have a material impact on Corby’s financial position over the long term.

Exposure to Commodity Price Fluctuations and Inflation Risk

Commodity risk exists, as the manufacture of Corby’s products requires the procurement of several known commodities, such as grains, sugar and natural gas. Inflation as well as other economic factors including demand, global events and supply chain challenges could impact the cost of production inputs and negatively impact the Company’s results from operations. The Company strives to partially mitigate this risk through the use of longer-term procurement contracts where possible. In addition, subject to competitive conditions, the Company may pass on commodity price changes to consumers through pricing over the long-term.

Foreign Currency Exchange Risk

The Company has exposure to foreign currency risk, as it conducts business in multiple foreign currencies; however, its exposure is primarily limited to the US dollar (“USD”) and UK pound sterling (“GBP”). Corby does not utilize derivative instruments to manage this risk. Subject to competitive conditions, changes in foreign currency rates may be passed on to consumers through pricing over the long-term.

USD Exposure

The Company’s demand for USD has traditionally outpaced its supply, due to USD sourcing of production inputs and Advertising & Promotion expenses exceeding that of the Company’s USD sales. Therefore, decreases in the value of the Canadian dollar (“CAD”) relative to the USD will have an unfavourable impact on the Company’s earnings.

GBP Exposure

The Company’s supply of GBP outpaces demand, as Corby’s sales into the UK market are denominated in GBP, while having only certain production inputs denominated in GBP. Therefore, increases in the value of the CAD relative to the GBP will have an unfavourable impact on the Company’s earnings.

Third-Party Service Providers

HWSL provides more than 90% of the Company’s spirits production requirements, among other services including administration and information technology. The Company’s RTD production requirements are also fulfilled by various third-party co-packers located across Canada. The Company is also reliant upon certain third-party service providers in respect of certain of its operations. It is possible that negative events affecting HWSL and these third-party service providers could, in turn, negatively impact the Company. While the Company has no direct control over how HWSL and such third-parties are managed, it has entered into contractual arrangements to formalize these relationships. In order to minimize operating risks, the Company actively monitors and manages its relationships with its service providers.

Brand Reputation and Trademark Protection

The Company promotes nationally branded, non-proprietary products as well as proprietary products. Damage to the reputation of any of these brands, or to the reputation of any supplier or manufacturer of these brands, could negatively impact consumer opinion of the Company or the related products, which could have an adverse impact on the financial performance of the Company. The Company strives to mitigate such risks by selecting only those products from suppliers that strategically complement Corby’s existing brand portfolio and by actively monitoring brand advertising and promotion activities.

Additionally, although the Company registers trademarks, as applicable, it cannot be certain that trademark registrations will be issued with respect to all the Company’s applications. Also, while Corby constantly watches for and responds to competitive threats, as necessary, the Company cannot predict challenges to, or prevent a competitor from challenging, the validity of any existing or future trademark issued or licensed to Corby.

Information Technology and Cyber Security

The Company uses technology supplied by third parties, both related and non-related, to support operations and invests in information technology to improve route to market, reporting, analysis, and marketing initiatives. Issues with availability, reliability and security of systems and technology could adversely impact the Company’s ability to compete resulting in corruption or loss of data, regulatory-related issues, litigation or brand reputation damage. With the fast-paced changing nature of the technology environment including digital marketing, the Company works with these third parties to maintain policies, processes and procedures to help secure and protect these information systems as well as consumer, corporate and employee data.

Valuation of Goodwill and Indefinite-life Intangible Assets

Goodwill and indefinite-life intangible assets account for a significant amount of the Company's total assets. Indefinite-life intangible assets are included in Corby’s consolidated balance sheet in intangible assets (which also includes finite-lived intangible assets such as software and representation rights).

Goodwill and indefinite-lived intangible assets are subject to impairment tests that involve the determination of fair value. The process of determining the recoverable amount requires the Company to make estimates and assumptions of a long-term nature regarding discount rates, projected revenues and terminal growth rates, as applicable, derived from past experience, actual operating results and budgets. These estimates and assumptions may change in the future due to uncertain competitive and economic market conditions or changes in business strategies. Certain of the aforementioned factors affecting the determination of fair value may be impacted and, as a result, the Company's financial results may be adversely affected.

The following table summarizes Corby’s goodwill and indefinite-life intangible assets and details the amounts associated with each of the Company’s reportable segments as at June 30, 2025:

<i>(in millions of Canadian dollars)</i>		Carrying Values as at June 30, 2025			
Segment	Associated Market	Goodw ill	Trademarks and licences	Total	
Case Goods - Domestic	Canada	\$ 115.6	\$ 53.7	\$ 169.3	
Case Goods - International	United Kingdom ⁽¹⁾	1.3	11.8	13.1	
		\$ 116.9	\$ 65.5	\$ 182.4	

⁽¹⁾ The Case Goods - International segment relates to Lamb's rum w hich is primarily focused in the UK, how ever, the trademarks and licences purchased relate to all international markets outside of Canada, as Corby previously ow ned the Canadian rights.

Therefore, economic factors (such as consumer consumption patterns) specific to these segments and markets are primary drivers of the risk associated with their respective goodwill and indefinite-life intangible assets valuations.

Employee Future Benefits

The Company has certain obligations under its registered and non-registered defined benefit pension plans and other post-retirement benefit plan. New regulations and market-driven changes may result in changes in the discount rates and other variables, which would result in the Company being required to make contributions in the future that differ significantly from estimates. An extended period of depressed capital markets and low interest rates could require the Company to make contributions to these plans in excess of those currently contemplated, which, in turn, could have an adverse impact on the financial performance of the Company. Somewhat mitigating the impact of a potential market decline is the fact that the Company monitors its pension plan assets closely and follows strict guidelines to ensure that pension fund investment portfolios are diversified in-line with industry best practices. In 2020, the Company initiated a pension de-risking strategy for Corby's defined benefit salaried pension plan, using securities investments held in the salaried plan to purchase a buy-in annuity for retirees and deferred vested plan members. The buy-in annuity transaction in 2020 effectively reduced Corby’s exposure to pension related risks financial risks. Effective January 1, 2024, Corby converted the buy-in annuities held for its salaried pension plan to buy-out annuities. By converting to a buy-out annuity Corby effectively reduced administrative costs, including maintenance of pensioner records, benefit payments and regulatory requirements for the group impacted. For further details related to Corby’s defined benefit pension plans, please refer to Note 10 of the annual audited consolidated financial statements for the year ended June 30, 2025.



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INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Corby Spirit and Wine Limited

Opinion

We have audited the consolidated financial statements of Corby Spirit and Wine Limited (the Entity), which comprise:

- the consolidated balance sheets as at June 30, 2025 and June 30, 2024
- the consolidated statements of earnings for the years then ended
- the consolidated statements of comprehensive income for the years then ended
- the consolidated statements of changes in shareholders' equity for the years then ended
- the consolidated statements of cash flows for the years then ended
- and notes to the consolidated financial statements, including a summary of material accounting policy information

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at June 30, 2025 and June 30, 2024, and its consolidated financial performance and its consolidated cash flows for the years then ended in accordance with IFRS Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditor’s Responsibilities for the Audit of the Financial Statements**” section of our auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements for the year ended June 30, 2025. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have determined the matters described below to be the key audit matters to be communicated in our auditor’s report.

Evaluation of impairment of goodwill and indefinite-life intangible assets

Description of the matter

We draw attention to notes 2(i), 4 and 15 to the financial statements. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash generating units (“CGUs”). Goodwill and indefinite-life intangible assets are tested for impairment at least annually and whenever there is an indication that the asset may be impaired. When the recoverable amount of a CGU is less than its carrying amount, an impairment loss is recognized within earnings from operations. The recoverable amount of the CGU is the higher of its fair value less costs to sell and its value in use, which involves estimating future cash flows before taxes. The process of determining the recoverable amount requires the Entity to make estimates and assumptions of a long-term nature regarding forecasted revenues, discount rates, and terminal growth rates.

Why the matter is a key audit matter

We identified the evaluation of impairment of goodwill and indefinite-life intangible assets as a key audit matter. This matter represented a significant risk of material misstatement given the magnitude of goodwill and indefinite life intangible assets and the high degree of estimation uncertainty in assessing the assumptions used to determine the recoverable amounts. Significant auditor judgment and the involvement of professionals with specialized skills and knowledge was required to evaluate the results of our audit procedures.

How the matter was addressed in the audit

The primary procedures we performed to address this key audit matter included the following:

We evaluated the Entity’s ability to accurately forecast revenue by comparing actual results to historical revenue forecasts. We also took into account historical actual results and industry data, to assess adjustments or lack of adjustments to the forecasted revenues.

We involved valuation professionals with specialized skills and knowledge, who assisted in the following:

- Evaluating the appropriateness of the Entity’s discount rates against discount rate ranges that are independently developed using publicly available market data for comparable companies; and
- Evaluating the appropriateness of the terminal growth rates by comparing the growth profile of the group of CGUs and overall macroeconomic conditions.

Other Information

Management is responsible for the other information. Other information comprises:

- the information included in Management’s Discussion and Analysis filed with the relevant Canadian Securities Commissions.



- the information, other than the financial statements and the auditor’s report thereon, included in a document likely to be entitled “2025 Annual Report”.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information included in Management’s Discussion and Analysis filed with the relevant Canadian Securities Commissions as at the date of this auditor’s report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor’s report.

We have nothing to report in this regard.

The information, other than the financial statements and the auditor’s report thereon, included in a document likely to be entitled “2025 Annual Report” is expected to be made available to us after the date of this auditor’s report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.



We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.
- Determine, from the matters communicated with those charged with governance, those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our auditor’s report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Chartered Professional Accountants, Licensed Public Accountants

The engagement partner on the audit resulting in this auditor’s report is Bryant William Ramdoo.

Vaughan, Canada

August 20, 2025

CORBY SPIRIT AND WINE LIMITED
CONSOLIDATED BALANCE SHEETS

for the years ended June 30, 2025 and 2024
(in thousands of Canadian dollars)

As at	Notes	June 30, 2025	June 30, 2024
ASSETS			
Cash		\$ 179	\$ 4,648
Deposits in cash management pools		15,756	27,352
Accounts receivable	8	55,085	48,629
Income taxes recoverable		-	2,892
Inventories	9	101,457	94,728
Prepaid expenses		574	1,061
Total current assets		173,051	179,310
Other assets	10	7,143	8,015
Deferred income tax assets	19	1,158	-
Right-of-use assets	11	3,532	2,942
Property, plant and equipment	12	20,867	21,908
Goodwill	13	116,962	117,351
Intangible assets	14	80,095	90,952
Total assets		\$ 402,808	\$ 420,478
LIABILITIES			
Bank indebtedness	16	\$ 3,477	\$ -
Accounts payable and accrued liabilities	17	64,049	57,441
Income and other taxes payable		2,403	-
Credit facilities payable	16	1,505	17,816
Current lease liabilities	11	1,688	1,419
Total current liabilities		73,122	76,676
Provision for employee benefits	10	6,122	6,824
Long-term debt	18	102,000	120,000
Deferred income tax liabilities	19	18,082	17,571
Long-term lease liabilities	11	1,918	1,600
Non-controlling interest obligation	20	18,232	16,206
Total liabilities		219,476	238,877
Shareholders' equity			
Share capital	21	14,304	14,304
Accumulated other comprehensive income	22	8,374	8,448
Retained earnings		160,654	158,849
Total equity		183,332	181,601
Total liabilities and shareholders' equity		\$ 402,808	\$ 420,478

The accompanying notes are an integral part of these consolidated financial statements.

CORBY SPIRIT AND WINE LIMITED
CONSOLIDATED STATEMENTS OF EARNINGS

for the years ended June 30, 2025 and 2024
(in thousands of Canadian dollars, except per share amounts)

	Notes	June 30, 2025	June 30, 2024
Revenue			
	23	\$ 246,786	\$ 229,659
Cost of sales		(123,785)	(113,887)
Marketing, sales and administration		(77,032)	(75,213)
Other income	24	167	177
Earnings from operations		46,136	40,736
Financial income	25	995	1,273
Financial expense	25	(9,016)	(9,113)
		(8,021)	(7,840)
Earnings before income taxes		38,115	32,896
Current income taxes	19	(11,309)	(7,245)
Deferred income tax recovery (expense)	19	621	(1,742)
Income taxes		(10,688)	(8,987)
Net earnings		\$ 27,427	\$ 23,909
Basic earnings attributable to each share	26	\$ 0.96	\$ 0.84
Diluted earnings attributable to each share	26	\$ 0.96	\$ 0.84
Weighted average common shares outstanding			
Basic		28,468,856	28,468,856
Diluted		28,468,856	28,468,856

The accompanying notes are an integral part of these consolidated financial statements.

CORBY SPIRIT AND WINE LIMITED

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

for the years ended June 30, 2025 and 2024

(in thousands of Canadian dollars)

	Notes	June 30, 2025	June 30, 2024
Net earnings		\$ 27,427	\$ 23,909
Other comprehensive income:			
Amounts that will not be subsequently reclassified to earnings:			
Net actuarial (losses) gains	10	(100)	2,187
Income tax recovery (expense)	19	26	(576)
		(74)	1,611
Total comprehensive income		\$ 27,353	\$ 25,520

CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

for the years ended June 30, 2025 and 2024

(in thousands of Canadian dollars)

	Share Capital	Accumulated Other Comprehensive Income	Retained Earnings	Total
Balance as at June 30, 2024	\$ 14,304	\$ 8,448	\$ 158,849	\$ 181,601
Total comprehensive income (loss)	-	(74)	27,427	27,353
Dividends	-	-	(25,622)	(25,622)
Balance as at June 30, 2025	\$ 14,304	\$ 8,374	\$ 160,654	\$ 183,332
Balance as at June 30, 2023	\$ 14,304	\$ 5,127	\$ 160,564	\$ 179,995
Total comprehensive income	-	1,611	23,909	25,520
Exercise of option to convert buy-in to buy-out annuity relating to the Company's defined benefit pension plan	-	1,710	(1,710)	-
Dividends	-	-	(23,914)	(23,914)
Balance as at June 30, 2024	\$ 14,304	\$ 8,448	\$ 158,849	\$ 181,601

The accompanying notes are an integral part of these consolidated financial statements.

CORBY SPIRIT AND WINE LIMITED

CONSOLIDATED STATEMENTS OF CASH FLOWS

for the years ended June 30, 2025 and 2024

(in thousands of Canadian dollars)

		For the Year Ended	
	Notes	June 30, 2025	June 30, 2024
Operating activities			
Net earnings		\$ 27,427	\$ 23,909
Adjustments for:			
Amortization and depreciation	27	16,278	15,443
Net financial expense	25	8,021	7,840
Loss on disposal of property and equipment		25	39
Income tax expense	19	10,688	8,987
Provision for employee benefits		(80)	(322)
		62,359	55,896
Net change in non-cash working capital balances	29	(5,726)	(7,130)
Interest paid		(6,854)	(7,086)
Interest received		1,008	1,273
Income taxes paid		(6,014)	(11,436)
Net cash from operating activities		44,773	31,517
Investing activities			
Additions to property and equipment	12	(2,229)	(2,713)
Additions to intangible assets	14	(210)	(566)
Business acquisitions	7	-	(148,120)
Withdrawals from cash management pools		11,596	127,662
Net cash from (used in) investing activities		9,157	(23,737)
Financing activities			
Proceeds from long-term debt		-	22,000
Repayment of long-term debt	18	(18,000)	-
Payment of lease liabilities		(1,943)	(1,403)
(Repayments of)/draws on credit facilities payable	16	(16,311)	9,816
Draws on bank debt		3,477	-
Repayment of bank debt		-	(9,631)
Dividends paid		(25,622)	(23,914)
Net cash used in financing activities		(58,399)	(3,132)
Net change in cash		(4,469)	4,648
Cash, beginning of the year		4,648	-
Cash, end of the year		\$ 179	\$ 4,648

The accompanying notes are an integral part of these consolidated financial statements.

CORBY SPIRIT AND WINE LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the years ended June 30, 2025 and 2024
(in thousands of Canadian dollars, except per share amounts)

1. GENERAL INFORMATION

Corby Spirit and Wine Limited (“Corby” or the “Company”) is a leading Canadian manufacturer, marketer and importer of spirits, wines and ready-to-drink cocktails. The Company derives its revenues from the sale of its owned-brands in Canada and other international markets, as well as earning commissions from the representation of selected non-owned brands in the Canadian market. Revenues predominantly consist of sales made to each of the provincial liquor boards in Canada. The Company also supplements these primary sources of revenue with other ancillary activities incidental to its core business, such as logistics fees.

Corby is controlled by Hiram Walker & Sons Limited (“HWSL”), which is a wholly-owned subsidiary of Pernod Ricard, S.A. (“PR”), a French public limited company that controls 51.6% of the outstanding Voting Class A Common Shares of Corby as at June 30, 2025.

Corby is a public company incorporated and domiciled in Canada, whose shares are traded on the Toronto Stock Exchange. The Company’s registered address is 225 King Street West, Suite 1100, Toronto, ON M5V 3M2.

2. BASIS OF PREPARATION

Statement of Compliance

These consolidated financial statements have been prepared in accordance with IFRS Accounting Standards (“IFRS”) and using the accounting policies described herein.

These consolidated financial statements were approved by the Company’s Board of Directors on August 20, 2025.

Functional and Presentation Currency

The Company’s consolidated financial statements are presented in Canadian dollars, which is the Company’s functional and presentation currency.

Foreign Currency Translation

Transactions denominated in foreign currencies are translated into the functional currency using the exchange rate applicable at the transaction date. Non-monetary assets and liabilities denominated in foreign currencies are recognized at the historical exchange rate applicable at the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate applicable at the balance sheet date. Foreign currency differences related to operating activities are recognized in earnings from operations for the year.

Basis of Measurement

These consolidated financial statements are prepared in accordance with the historical cost model, except for certain categories of assets and liabilities, which are measured in accordance with other methods proscribed by IFRS as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

Use of Estimates and Judgments

The preparation of the consolidated financial statements in conformity with IFRS requires management to make certain judgments, estimates and assumptions that affect the application of accounting policies, the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting period.

Judgment is commonly used in determining whether a balance or transaction should be recognized in the consolidated financial statements and estimates, and assumptions are more commonly used in determining the measurement of recognized transactions and balances. However, judgment and estimates are often interrelated.

Estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Estimates are made on the assumption the Company will continue as a going concern and are based on information available at the time of preparation. Estimates may be revised where the circumstance on which they were based change or where new information becomes available. Future outcomes can differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

Critical judgments, estimates and assumptions are used in applying accounting policies and have the most significant effect on the following:

(i) Impairment

The Company uses judgment in determining the grouping of assets to identify its Cash-Generating Units (“CGUs”) for purposes of testing for impairment of goodwill, intangible assets and property, plant and equipment. A CGU is defined as the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets. CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal management purposes.

Intangible assets and property, plant and equipment are subject to impairment tests whenever there is an indication that the value of the asset has been impaired and at least once a year for non-current assets with indefinite useful lives (goodwill, trademarks and licences, and distribution rights). Judgment has been used in determining whether there has been an indication of impairment.

The Company uses estimates to determine a CGU’s or group of CGUs’ recoverable amount based on the higher of fair value less costs to sell and value in use (“VIU”), which involves estimating future cash flows before taxes. The process of determining the recoverable amount requires the Company to make estimates and assumptions of a long-term nature regarding discount rates, projected revenues and terminal growth rates, as applicable, derived from past experience, actual operating results and budgets. These estimates and assumptions may change in the future due to uncertain competitive and economic market conditions or changes in business strategies.

(ii) Business combinations

Business combinations are accounted for using the acquisition method of accounting. The Company determines the fair value of the identifiable assets acquired and the liabilities assumed using income approach valuation techniques corroborated by other valuation techniques. The process of determining these fair values requires the Company to make estimates and assumptions of a long-term nature regarding discount rates, projected revenues, royalty rates and margins derived from past experience, actual operating results and budgets. These estimates and assumptions may change in the future due to uncertain competitive and economic market conditions or changes in business strategies.

(iii) Income and other taxes

In calculating current and deferred income and other taxes, the Company uses judgment when interpreting the tax rules in jurisdictions where the Company operates. The Company also uses judgment in classifying transactions and assessing probable outcomes of claimed deductions, which considers expectations of future operating results, the timing and reversal of temporary differences, and possible audits of income tax and other tax filings by tax authorities.

Deferred income tax assets require judgment in order to determine the amounts to be recognized. This includes assessing the timing of the reversal of temporary differences to which deferred income tax rates are applied.

(iv) Post-employment benefits

The accounting for the Company’s post-employment benefit plans requires the use of estimates and assumptions. The accrued benefit liability is calculated using actuarial determined data and the Company’s best estimates of

future salary escalations, retirement ages of employees, employee turnover, mortality rates, market discount rates, and expected health and dental care costs.

(v) Non-controlling interest obligation

The non-controlling interest obligation (“NCI”) involves uncertainty in estimating the underlying future cash flows related to the obligation, their expected fluctuations and timing, on a recurring basis. Accretion of the non-controlling interest obligation is recorded as interest in financial expense on the statement of earnings.

(vi) Other

Other estimates include determining the useful lives of property, plant and equipment and intangible assets for the purpose of depreciation and amortization, as well as measuring items such as allowances for uncollectible accounts receivable, the fair value of grapes at time of harvest, and inventory obsolescence and certain fair value measures including those related to the valuation of share-based payments and financial instruments.

3. ADOPTION OF NEW AND REVISED STANDARDS AND INTERPRETATIONS

Recent accounting pronouncements

A number of new standards, amendments to standards and interpretations are effective for the financial year ended June 30, 2025, and accordingly, have been applied in preparing these consolidated financial statements:

a) IAS 1, Presentation of Financial Statements

In January 2020, the IASB issued an amendment to IAS 1, “Presentation of Financial Statements” (“IAS 1”). The amendment clarifies the classification of liabilities as current or non-current depending on the rights that exist at the end of the reporting period. The amendment also clarifies the meaning of settlement of a liability. Furthermore the amendment specifies that covenants whose compliance is assessed after the reporting date do not affect the classification of debt as current or non-current at the reporting date. Instead, the entity is required to disclose information about these covenants in the notes to the financial statements. This amendment is effective for annual periods beginning on or after January 1, 2024. For Corby, the amendment became effective July 1, 2024 and did not have a significant impact on the Company’s financial statements and disclosures.

The following standards and amendments to standards are also effective for the financial reporting year but were not applicable to Corby:

New or Revised Pronouncement		Effective Date	Company Effective Date
Amendments to IAS 7 & IFRS 7	Supplier financing arrangements	January 1, 2024	July 1, 2024
Amendments to IFRS 16	Lease liability in a sale and leaseback	January 1, 2024	July 1, 2024

Recent accounting pronouncements not in effect

The below standards and amendments to standards have been issued but are not yet effective for the fiscal year ending June 30, 2025, and accordingly, have not been applied in preparing these consolidated financial statements:

a) IFRS 18, Presentation and Disclosure in Financial Statements

In April 2024, the IASB issued a new standard IFRS 18 “Presentation and Disclosure in Financial Statements” that will replace IAS 1 “Presentation of Financial Statements”. This new standard introduces newly defined subtotals on the statement of earnings, new requirements for classification of information, and disclosure of Management Performance Measures in the financial statements. This new standard is effective for annual reporting periods beginning on or after January 1, 2027. For Corby, the amendment will become effective July 1, 2027. The Company is currently assessing the impacts that the new standard will have on its financial statements and disclosures.

Other upcoming standards and amendments to standards that are not expected to have an impact on the Company’s disclosures and financial results are as follows:

New or Revised Pronouncement		Effective Date	Company Effective Date
Amendments to IAS 21	Lack of exchangeability of currencies	January 1, 2025	July 1, 2025
Amendments to IFRS 9 and IFRS 7	Classification and measurement of financial instruments	January 1, 2026	July 1, 2026
Amendments to IFRS 9 and IFRS 7	Power purchase arrangements	January 1, 2026	July 1, 2026
IFRS 19	Subsidiaries without public accountability: disclosures	January 1, 2027	July 1, 2027

4. MATERIAL ACCOUNTING POLICIES

The accounting policies set out below, have been applied consistently to all years presented in these consolidated financial statements.

Basis of Consolidation

The consolidated financial statements include the accounts of Corby Spirit and Wine Limited and its subsidiaries, collectively referred to as “Corby” or the “Company.”

The following list outlines, as of June 30, 2025, each of Corby’s material subsidiaries:

Name	Governing Jurisdiction	Ownership Percentage
Ace Beverage Holdco Inc.	Canada	90%
Ace Beverage Group Inc.	Canada	90%
The Foreign Affair Winery Limited	Canada	100%
Ungava Spirits Co. Ltd.	Canada	100%

Subsidiaries are entities controlled by the Company. Control exists where the Company has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. The financial statements of subsidiaries are included in the Company’s consolidated financial statements from the date that the control commences until the date that control ceases.

Intra-company balances and transactions and any unrealized income and expenses arising from intra-company transactions are eliminated in preparing the consolidated financial statements.

Cash

Cash represents cash in bank.

Deposits in Cash Management Pools

Corby participates in a cash pooling arrangement under a Mirror Netting Services Agreement together with PR’s other Canadian affiliates, the terms of which are administered by Citibank N.A. The Mirror Netting Services Agreement acts to aggregate each participant’s net cash balance for the purposes of having a centralized cash management function for all of PR’s Canadian affiliates, including Corby.

Corby accesses these funds daily and has the contractual right to withdraw these funds or terminate these cash management arrangements upon providing five days’ written notice.

Inventories

Inventories are measured at the lower of cost (acquisition cost and cost of production, including indirect production overheads) and net realizable value. Net realizable value is the selling price less the estimated cost of completion and sale of the inventories. Most inventories are valued using the average cost method. The cost of long-cycle inventories is calculated using a single method, which includes distilling and ageing maturing costs but excludes finance costs. These inventories are classified in current assets, although a substantial part remains in inventory for more than one year before being sold in order to undergo the ageing maturing process used for certain spirits. Grapes produced from vineyards controlled by the Company that are part of inventory are measured at their fair value less costs to sell at the point of harvest. Inventory of wine that is produced by the Company is valued at the lower of cost and net realizable value, with cost being determined on an average cost basis. Inventory of bulk wine and grapes is included in work-in-progress inventory.

Property, Plant and Equipment

Property, plant and equipment are recognized at acquisition cost and broken down by component. Cost includes expenditures that are directly attributable to the acquisition of the asset.

Depreciation is calculated on a straight-line basis over the estimated useful life of the assets. Useful life and depreciation methods are reviewed at each reporting date. Items of property, plant and equipment are written down when impaired.

The ranges of depreciable lives for the major categories of property, plant and equipment are as follows:

Building	25 to 40 years
Leasehold improvements	Shorter of term of lease or estimated useful life
Machinery and equipment	3 to 12 years
Casks	12 years
Vines	30 years

Depreciation of property, plant and equipment is recognized within earnings from operations. The Company commences recognition of depreciation in earnings when the item of property, plant and equipment is ready for its intended use.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and are recognized net, within earnings from operations.

Fully depreciated items of property, plant and equipment that are still in use continue to be recognized in cost and accumulated depreciation.

The cost of replacing part of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of repairs and maintenance of property, plant and equipment are recognized in earnings from operations as incurred.

Leases

The Company leases certain premises and equipment. Terms vary in length and typically permit renewal for additional periods. At the inception of a contract, the Company assesses whether a contract contains a lease. The Company recognizes a right-of-use asset and a corresponding lease liability with respect to all lease agreements unless the lease term is 12 months or less or the underlying asset has a low value. For these leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

A lease liability is recognized at the present value of the remaining future lease payments, discounted using the interest rate implicit in the lease at the date of initial application. If this rate cannot be determined, the Company uses its incremental borrowing rate. The incremental borrowing rate is defined as the rate of interest that the Company would have to pay to borrow, over a similar term and with a similar security, the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payment, less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the Company under residual value guarantees;
- the exercise of purchase options, if the Company is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease

Lease liabilities are remeasured if there is a change in management's assessment of whether it will exercise a renewal or termination option or if there is a change in the future lease payments. The lease liability is

subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made.

Right-of-use assets are measured at the initial amount of the lease liabilities plus any initial direct costs, lease payments made at or before the commencement date net of lease incentives received, and decommissioning costs. Subsequent to initial measurement, the right-of-use assets will be measured at cost and depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. Right-of-use assets are reviewed at each balance sheet date to determine whether there is any indication of impairment.

Business Combinations

The Company applies the acquisition method in accounting for business combinations. The cost of an acquisition is the aggregate of the consideration transferred, measured at the acquisition date fair value. Acquisition related costs are expensed as incurred.

Goodwill represents the excess of the fair value of consideration transferred and any future obligations over the fair value of identifiable assets acquired and liabilities assumed in business combinations, all measured at fair value.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Company reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (not greater than one year from acquisition date) to reflect new information about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognized at that time.

Goodwill

Goodwill arising in a business combination is recognized as an asset at the date that control is acquired. Goodwill is measured as the excess of the sum of the fair value of the consideration transferred and any future obligations over the fair value of the identifiable assets acquired less the fair value of the liabilities assumed. Goodwill is tested for impairment at least annually and whenever there is an indication that the asset may be impaired.

Goodwill is measured at cost less any accumulated impairment losses.

Intangible Assets

Intangible assets include the following:

(i) Long-term Representation Rights

Long-term representation rights represent the cost of the Company's exclusive right to represent PR's brands in Canada. These representation rights are carried at cost, less accumulated amortization. Amortization is provided for on a straight-line basis, over the term of their respective agreements. Representation rights were scheduled to expire on September 30, 2021. On September 24, 2020, Corby renewed its exclusive right to represent PR's brands in Canada for a further five years and three months, effective July 1, 2021 until September 29, 2026, with a potential for automatic renewal for a further three years thereafter, subject to the achievement of performance criteria. The agreement required a payment of an up-front fee of \$54.5 million which was paid September 28, 2021, which Corby funded through its deposits in cash management pools. See Note 31, "Related Party Transactions" for further information. Amortization is recognized as a reduction to commission revenue earned from the representation of PR brands.

(ii) Trademarks and licences

Trademarks and licences represent the value of trademarks and licences of businesses acquired and are measured at cost on initial recognition. These intangible assets are deemed to have an indefinite life and are, therefore, not amortized. Trademarks and licences are tested for impairment on an annual basis or more frequently if events or changes in circumstances indicate that the assets might be impaired.

(iii) Software

Software is carried at cost, less accumulated amortization. Amortization is recognized on a straight-line basis over the expected useful life which is typically 3-5 years and recorded within "Marketing, sales and administration" in

the statement of earnings. Useful life for items included in software is reviewed on an annual basis and software is written down when no longer in use.

(iv) *Distribution rights*

Distribution rights represent the right to sell specified products in a certain territory. Acquired distribution rights are measured initially at cost or fair value. These intangible assets are deemed to have an indefinite life and are, therefore, not amortized. Distribution rights are reviewed on an annual basis or more frequently if events or changes in circumstances indicate that the assets might be impaired.

Impairment

(i) *Financial Assets*

A financial asset is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have occurred that have had a negative effect on the estimated future cash flows of that asset.

Objective evidence that a financial asset is impaired includes, but is not limited to, default or delinquency by a debtor, restructuring of an amount due to the Company on terms the Company would not consider otherwise, indicators the debtor will enter bankruptcy, or adverse changes in the status of the debtor's economic conditions.

An impairment loss in respect of a financial asset measured at amortized cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows, discounted at the original effective interest rate.

Individually significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

All impairment losses are recognized in net earnings.

An impairment loss is reversed if the reversal can be objectively related to an event occurring after the impairment loss was recognized. For financial assets measured at amortized cost, the reversal is recognized in earnings.

(ii) *Non-financial assets*

The carrying amounts of the Company's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indications exist, the asset's recoverable amount is estimated.

Intangible assets and property, plant and equipment are subject to impairment tests whenever there is an indication that the value of the asset has been impaired and at least once a year for non-current assets with indefinite useful lives (goodwill, trademarks and licences and distribution rights).

Assets subject to impairment tests are included in CGUs, corresponding to linked groups of assets, which generate identifiable cash flows. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal management purposes. When the recoverable amount of a CGU is less than its carrying amount, an impairment loss is recognized within earnings from operations. The recoverable amount of the CGU is the higher of its fair value less costs to sell and its value in use.

In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. Projected cash flows are discounted to present based on annual budgets and four year projections for each market and brand. The calculation includes a terminal value derived by capitalizing the cash flows generated in the last forecasted year. Assumptions applied to sales and advertising spending are determined by management

based on previous results and long-term development trends in the markets concerned. The present values of discounted cash flows are sensitive to these assumptions as well as to consumer trends and economic factors.

Fair value is based either on the sale price, net of selling costs, obtained under normal market conditions or earnings multiples observed in recent transactions concerning similar assets.

Impairment losses are recognized in the statement of earnings. Impairment losses recognized in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. With respect to other assets, impairment losses recognized in prior periods are assessed at each reporting date for any indicators that the impairment loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the carrying amount of the assets does not exceed the carrying amount that would have been determined, net of depreciation and amortization, if no impairment loss had been recognized.

Provisions

Provisions are recognized when there is a present legal or constructive obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and that the obligation can be measured reliably. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects the risk specific to the liability. Provisions are reviewed on a regular basis and adjusted to reflect management's best current estimates. Due to the judgmental nature of these items, future settlements may differ from amounts recognized. Provisions notably include: provisions for employee benefits (Note 10) and provisions for uncertain tax positions (Note 19).

Employee Benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. The Company recognizes a liability and an expense for short-term benefits such as bonuses if the Company has a present legal obligation or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be reasonably estimated.

The Company maintains registered defined benefit pension plans under which benefits are available to certain employee groups. The Company makes supplementary retirement benefits available to certain employees under a non-registered defined benefit pension plan. The registered and non-registered defined benefit pension plans were closed to new members effective July 1, 2010. The Company provides a defined contribution plan for employees hired after July 1, 2010.

(i) *Defined Benefit Plans*

For defined benefit plans, the cost of providing benefits is determined using the projected unit credit method. The measurement is made at each balance sheet date and the personnel data concerning employees is revised at least every three years. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding interest), is reflected immediately in the consolidated balance sheet with a charge or credit recognized in other comprehensive income or loss in the period in which they occur. Remeasurement recognized in other comprehensive income is reflected immediately in retained earnings and will not be reclassified to net earnings. Past service cost is recognized in net earnings in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

Defined benefit costs are categorized as follows:

- Service costs (including current service costs, past service costs and gains and losses on curtailments and settlements)
- Net interest expense or income
- Remeasurement gains or losses

Service costs are presented in marketing, sales and administration in the consolidated statement of earnings. Curtailment gains and losses, when they occur, are accounted for as past service costs. Net interest cost is included in net financial income and expenses. Remeasurement gains or losses are included in other comprehensive income.

The provision for employee benefits recognized in the balance sheet represents the actual deficit in the Company’s defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans. A defined benefit plan in a surplus position is included in Other assets.

(ii) *Defined contribution plans*

Contributions are recognized as expenses when the employees have rendered services. As the Company is not committed beyond the amount of such contributions, no provision is recognized in respect of defined contribution plans.

(iii) *Termination benefits*

A liability for a termination benefit is recognized at the earlier of when the entity can no longer withdraw the offer of the termination benefit and when the entity recognizes any related restructuring costs. Expense for termination benefits are recognized in earnings from operations in the period in which they occur.

Income Taxes

Income tax expense comprises current and deferred income tax. Income tax expense is recognized in net earnings except to the extent that it relates to items recognized either in other comprehensive income or loss or directly in equity, in which case it is recognized in other comprehensive income or in equity, respectively.

Current income tax expense comprises the tax payable on the taxable income for the current financial year using tax rates enacted or substantively enacted at the reporting date, and any adjustment to income taxes payable in respect of previous years.

Deferred tax is recognized on temporary differences between the tax and book value of assets and liabilities in the consolidated balance sheet and is measured using the balance sheet approach. Deferred tax is measured at the tax rates that are expected to apply to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date. Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset the recognized amounts and the Company intends to settle on a net basis or to realize the asset and settle the liability simultaneously.

A deferred tax asset is recognized for unused tax losses, tax credits and deductible temporary differences to the extent that it is probable that future taxable earnings will be available against which they can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that all or part of the related tax benefit will be realized.

In determining the amount of current and deferred tax the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Company believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Company to change its judgment regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Non-Controlling Interest Obligation

Non-controlling interest represent the equity in a subsidiary that is not attributable directly or indirectly to its parent. Non-controlling interest is typically presented within equity, separately from the equity of the parent. Income, expenses, assets and liabilities are typically reported in the parent's consolidated financial statements at the consolidated amounts, which include the amounts attributable to the owners of the parent and NCI. In the parent's consolidated statement of earnings, the amount of profit or loss and total comprehensive income attributable to owners of the parent and non-controlling interest are shown separately.

In conjunction with the acquisition of 90% of the outstanding shares of Ace Beverage Group, “ABG”, Corby has the right, but not an obligation to purchase 50% of the shares owned by ABG’s non-controlling shareholders at June 30, 2025 (“Year 2 Option”), and the remaining shares at June 30, 2028 (“Year 5 Option”). If Corby does not exercise the Year 2 Option and/or does not exercise the Year 5 Option, then in each fiscal year thereafter, ABG is obligated to declare and pay an annual dividend to its non-controlling shareholders equal to the cash balance of ABG, less an amount to satisfy the anticipated working capital and investment needs of ABG for the following fiscal year. Under both scenarios, Corby has an obligation to make a cash payment in the future which is payable to the non-controlling shareholders. Corby has 90 days after the period end date to exercise the option.

As a result, IFRS requires recognition of a liability payable to the non-controlling shareholders. The liability for the non-controlling interest obligation is measured using the discounted cash flows of the estimated future dividend stream of ABG. Accretion of the obligation is recorded as interest in financial expense on the statement of earnings.

Revenue Recognition

The Company derives its revenue from Case Goods sales, Commissions and other services. The Company recognizes revenue when control of the goods or services sold has been transferred to the customer. Revenue is measured at the amount of consideration to which the Company expects to be entitled after deducting trade discounts, volume rebates, sales-related taxes and duties and costs of services directly provided by customers.

(i) *Case Goods Sales*

Corby’s Case Goods are primarily sold to provincial liquor boards and international customers. Transfer of control over Case Goods is achieved when products are shipped from the Company’s various distribution sites and accepted by the customer. For sales to consumers through the Company’s retail stores, the transfer of control is deemed to occur when the product is purchased by the consumer.

Case Goods sales are recorded net of trade discounts, volume rebates, sales-related taxes and duties and costs of services provided directly by customers which include: distribution costs, listing costs for new products, promotional activities at point of sale and other advertising and promotional services. The transaction price recognized at that point reflects our estimate of the consideration to be received in exchange for the products. The actual amount may ultimately differ due to the effect of various customer incentives and trade promotion activities.

(ii) *Commissions*

When the Company acts in the capacity of an agent rather than as the principal in a transaction, revenue is recognized in the amount of the commission to which the Company is contractually entitled in exchange for representation services performed. Commissions are reported net of amortization of long-term representation rights. The long-term representation rights represent the cost of the Company’s exclusive right to represent PR’s brands in Canada and are amortized on a straight-line basis over the term of their respective agreements.

(iii) *Other services*

Other services include revenue from ancillary activities, including logistics fees and bulk whisky sales. Logistics fees are recognized as services are rendered. Bulk whisky sales are recognized when control of the goods has been transferred to the customer.

Stock-Based Compensation Plans

The Company utilizes a Restricted Share Units Plan as its long-term incentive plan. Through this plan, restricted share units (“RSUs”) will be granted to certain officers and employees at a grant price equal to the market closing price of the Company’s Voting Class A Common Shares on the last day prior to grant. RSUs vest at the end of a three-year term, subject to the achievement of pre-determined corporate performance targets and are settled in cash. The related compensation expense is recognized over the three-year vesting period. Accrued RSUs are valued at the closing market price of the Company’s Voting Class A Common Shares at each balance sheet date.

Unvested RSUs will attract dividend-equivalent units whenever dividends are paid on the Voting Class A Common Shares of the Company and 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. On the date of vesting, the holder will be entitled to the cash value of the number of RSUs granted, plus any RSUs received from reinvested dividend-equivalents, at the market closing price of the Company's Voting Class A Common Shares as at the vesting date. RSUs do not entitle participants to acquire any rights or entitlements as a shareholder of the Company.

Earnings per Common Share

The Company presents basic and diluted earnings per share (“EPS”) amounts for its common shares. Basic EPS is calculated by dividing the net earnings attributable to common shareholders of the Company by the weighted average number of common shares outstanding during the period. Diluted EPS is calculated by adjusting the net earnings attributable to shareholders and the weighted average number of shares outstanding for the effect of potentially dilutive shares. There are no potentially dilutive shares as at June 30, 2025 and 2024.

Classification of Financial Instruments

Financial assets and financial liabilities are recognized when the Company becomes a party to the contractual provisions of the instruments. Financial instruments are classified into one of the following categories: fair value through profit or loss, fair value through other comprehensive income, or amortized cost. The classification determines the accounting treatment of the instrument. The classification is determined by the Company when the financial instrument is initially recorded, based on the underlying purpose of the instrument.

Corby’s financial assets and liabilities are classified and measured as follows:

Financial Asset/Liability	Category	Measurement
Cash	Amortized cost	Amortized cost
Deposits in cash management pools	Amortized cost	Amortized cost
Accounts receivable	Amortized cost	Amortized cost
Bank indebtedness	Amortized cost	Amortized cost
Accounts payable and accrued liabilities	Amortized cost	Amortized cost
Credit facilities payable	Amortized cost	Amortized cost
Long-term debt	Amortized cost	Amortized cost
Non-controlling interest obligation	Amortized cost	Amortized cost

Financial instruments measured at amortized cost are initially recognized at fair value plus any directly attributable transaction costs and then, subsequently, at amortized cost using the effective interest method, less any impairment losses, with gains and losses recognized in earnings in the period in which the gain or loss occurs.

All financial assets are recognized and derecognized on the trade date. A financial asset is derecognized when the contractual rights to the cash flows from the asset expired or when the Company transferred the financial asset to another party without retaining control or substantially all the risks and rewards of ownership of the asset. Any interest in transferred financial assets that is created or retained by the Company is recognized as a separate asset or liability.

A financial liability is derecognized when its contractual obligations are discharged, cancelled or expire.

Transaction costs are added to the initial fair value of financial assets and liabilities when those financial assets and liabilities are not measured at fair value subsequent to initial measurement. Transaction costs are amortized to net earnings, in finance expense, using the effective interest method.

Segmented Reporting

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Company's other operations. Segment operating results are reviewed regularly by the Company's CEO to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

5. FINANCIAL INSTRUMENTS

Corby’s financial instruments consist of cash, deposits in cash management pools, bank indebtedness, accounts receivable, accounts payable and accrued liabilities, credit facilities payable, long-term debt, and non-controlling interest obligation balances.

Financial Risk Management Objectives and Policies

In the normal course of business, the Company is exposed to financial risks that have the potential to negatively impact its financial performance. Management believes that the risks arising from the Company’s financial instruments are already at an acceptably low level and does not actively manage these risks. These risks are discussed in more detail below.

Credit Risk

Credit risk arises from cash held with PR via Corby’s participation in the Mirror Netting Service Agreement (further described in Note 31), as well as credit exposure to customers, including outstanding accounts receivable. The maximum exposure to credit risk is equal to the carrying value of the financial assets.

The objective of managing counter-party credit risk is to prevent losses in financial assets. The Company assesses the credit quality of its counter-parties, taking into account their financial position, past experience and other factors.

Management believes that the Company’s credit risk relating to accounts receivable is at an acceptably low level. As at June 30, 2025, over 90% (2024 – 90%) of Corby's trade receivable balances are collectible from government-controlled liquor boards. The remaining trade receivable balances relate to agency sales and sales generated from export sales. Receivables that are neither past due nor impaired are considered credit of high quality.

With respect to Corby’s deposits in PR's cash management pools, the Company monitors PR's credit rating in the normal course of business and has the right to terminate its participation in the Mirror Netting Service Agreement at any time, subject to five days’ written notice.

Liquidity Risk

Liquidity risk is the risk the Company may not be able to settle or meet its obligations associated with financial liabilities that are settled by delivering cash or another financial asset. The Company’s Executive Team is responsible for the management of liquidity risk, including funding, settlements, and related processes and policies. The operational, tax, capital and regulatory requirements and obligations of the Company are considered in the management of liquidity.

Corby’s sources of liquidity are its cash of \$179, deposits in cash management pools of \$15,756, future cash generated by operating activities and available credit on its revolving operating facility of \$11,523. The Company believes that its deposits in cash management pools, combined with its historically strong and consistent operational cash flows, are more than sufficient to fund its operations, investing activities and commitments for the foreseeable future.

The Company manages its liquidity risk utilizing various sources of financing to maintain flexibility while ensuring access to cost-effective funds when required through the use of its operating line of credit, credit facilities, and its long-term debt from PR. The Company also monitors both short and long-term cash flow forecasts, taking into account seasonality of its revenue, income and working capital needs to manage liquidity risk.

The following table reflects Corby’s remaining contractual obligations for its financial liabilities with contractual repayment periods using the undiscounted cash flows based on the earliest date on which the Company can be required to pay, both interest and principal, when applicable.

The company's contractual maturities are as follows:

	Less than 1 year	1 to 5 years	5 years and thereafter	Total
Bank indebtedness	\$ 3,477	\$ -	\$ -	\$ 3,477
Accounts payables and accrued liabilities	64,049	-	-	64,049
Lease liabilities	1,688	1,918	-	3,606
Credit facilities payable	1,505	-	-	1,505
Long-term debt	-	-	102,000	102,000
Non-controlling interest obligation	-	18,232	-	18,232
	\$ 70,719	\$ 20,150	\$ 102,000	\$ 192,869

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company is exposed to interest rate risk to the extent that its deposits in cash managements pools, bank indebtedness and credit facilities payable are based upon variable rates of interest. The Company's long-term debt bears interest at a fixed rate.

During the fiscal year ended June 30, 2025, Corby earned market rates of interest, based upon the 30-day CORRA rate plus 0.75%, on its deposits in cash management pools. Prior year interest was calculated using the 30-day Canadian Dealer Offered Rate ("CDOR") plus 0.40% to calculate its interest earned on deposits in cash management pools. A 50 basis point ("bp") increase or decrease in the interest rate would impact the Company's earnings by approximately \$97 (2024 – \$144).

The Company's bank indebtedness and credit facilities bear interest based on variable market rates. A 50 bp increase or decrease in the interest rate would impact the Company's earnings by approximately \$48 (2024 – \$95).

An active interest rate risk management program does not exist, as management believes that changes in interest rates would not have a material impact on Corby's financial position over the long-term. The Company has entered into floating rate interest swap arrangements to mitigate fluctuations on the credit facilities that bear interest at variable market rates. These arrangements have a nominal value of \$6,000 (2024 - \$9,000).

Foreign Currency Risk

The Company has exposure to foreign currency risk as it conducts business in multiple foreign currencies; however, its exposure is primarily limited to the US dollar ("USD") and UK pound sterling ("GBP"). Corby does not utilize derivative instruments to manage this risk. Subject to competitive conditions, changes in foreign currency rates may be passed on to consumers through pricing over the long-term. A 1% increase or decrease in the exchange rate of the US dollar or the UK pound sterling would impact the Company's net earnings by approximately \$205 (2024 - \$3) or \$49 (2024 - \$42), respectively.

USD Exposure

The Company's demand for USD has traditionally outpaced its supply, due to USD sourcing of production inputs and Advertising & Promotion expenses exceeding that of the Company's USD sales. Therefore, decreases in the value of the Canadian dollar ("CAD") relative to the USD will have an unfavourable impact on the Company's earnings.

GBP Exposure

The Company's supply of GBP outpaces demand, as Corby's sales into the UK market are denominated in GBP, while having only certain production inputs denominated in GBP. Therefore, increases in the value of the CAD relative to the GBP will have an unfavourable impact on the Company's earnings.

Commodity Risk

Commodity risk exists, as the manufacture of Corby's products requires the procurement of several known commodities such as grains, sugar and natural gas. The Company strives to partially mitigate this risk through the use of longer-term procurement contracts where possible. In addition, subject to competitive conditions, the Company may pass on commodity price changes to consumers via pricing.

Fair Value of Financial Instruments

The Company uses a fair value hierarchy in order to classify the fair value measurements and disclosures related to the Company's financial assets and financial liabilities.

The fair value hierarchy has the following levels:

- Level 1 – Quoted market prices in active markets for identical assets or liabilities;
- Level 2 – Inputs other than quoted market prices included in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices); and
- Level 3 – Unobservable inputs such as inputs for the asset or liability that are not based on observable market data.

For financial assets and liabilities that are valued at other than fair value on its balance sheets (i.e., deposits in cash management pools, accounts receivable, bank indebtedness, accounts payable and accrued liabilities, and credit facilities payable), fair value approximates their carrying value at each balance sheet date due to their short-term maturities. The fair value of the term loan payable is approximately \$101,113 at June 30, 2025. Fair value is determined using Level 2 inputs. Level 3 inputs are used to determine the fair value of pension plan assets contained within the infrastructure and real estate funds. Level 3 inputs are used to estimate the fair value of the non-controlling interest obligation.

6. CAPITAL MANAGEMENT

The Company's objectives when managing capital are:

- To ensure sufficient capital exists to allow management the flexibility to execute its strategic plans; and
- To ensure shareholders receive a reasonable return on their investment in the form of quarterly dividends.

Management includes the following items in its definition of capital:

	June 30, 2025	June 30, 2024
Share capital	\$ 14,304	\$ 14,304
Accumulated other comprehensive income	8,374	8,448
Retained earnings	160,654	158,849
Net capital under management	\$ 183,332	\$ 181,601

The Company is not subject to any externally imposed capital requirements.

The Company is meeting all of its objectives and stated policies with respect to its management of capital.

7. BUSINESS COMBINATIONS

MXM Beverages Ltd.

On May 13, 2024, Corby's subsidiary, ABG, acquired certain assets of MXM Beverages Ltd. ("MXM"). The purchase price of \$11,799 was paid using available cash and financing in the form of an acquisition loan. The acquisition loan bears interest at a variable rate using methodologies based on the Canadian Overnight Repo Rate ("CORRA") plus the applicable CORRA margin, or prime plus the applicable prime rate margin. The applicable CORRA margin and the applicable prime rate margin, are determined with reference to the Total Leverage Ratio of ABG.

MXM holds a prominent position in the RTD and better-for-you beverages market in Western Canada. MXM's portfolio includes its flagship brand "Nude" and other innovative RTD offerings further adding scale to Corby and ABG's portfolio within the high-growth RTD category.

The Company has accounted for this acquisition using the acquisition method in accordance with IFRS 3, Business Combinations (“IFRS 3”), as the assets acquired substantially constitute a business, and the results of MXM have been consolidated with those of the Company from the date of acquisition. The total purchase consideration has been allocated to identifiable assets acquired, including trademark, based on their fair values of \$9,279 and goodwill of \$2,520. The fair value of the trademark was determined using an income approach and required the Company to make significant assumptions, which included, forecasted revenues, royalty rate and the discount rate.

During the year ended June 30, 2025, the Company recorded an adjustment to inventory and goodwill in the amount of \$389 to adjust for the undervaluation of inventories recorded on date of acquisition.

Details of the fair value of identifiable assets acquired, purchase consideration and goodwill are as follows:

Purchase consideration	\$	11,799
Accounts receivable		1,333
Inventories		4,376
Trademark		3,570
Total identifiable net assets acquired	\$	9,279

Goodwill arising from the acquisition has been recognized as follows:

Purchase consideration	\$	11,799
Fair value of identifiable assets acquired including brands		(9,279)
Goodwill	\$	2,520

Goodwill is attributable to the synergies expected to be achieved from integrating MXM's products into the Company's existing portfolio. Goodwill arising from this transaction is expected to be deductible for tax purposes.

Ace Beverage Group Inc.

On July 4, 2023, Corby acquired 90% of the outstanding shares of ABG. The purchase price of \$136,321 was paid using available cash and financing from PR, Corby's ultimate parent, in the form of a 10-year term loan which bears interest at a fixed rate of 5.43% per annum. In connection with the closing of the transaction, Corby also signed a guarantee in favour of a Canadian chartered bank for payments of amounts owing under ABG's continuing operating loan.

Further, the Company entered into an agreement with the non-controlling shareholders of ABG which provides the Company with options to purchase the remaining outstanding shares of ABG in the future. In the event that the Company does not exercise the options, the Company is obligated to declare and pay an annual dividend to the non-controlling shareholders equal to the cash balance, less an amount to satisfy the anticipated working capital and investment needs of ABG for the following fiscal year subject to applicable law and approval by the Board of Directors of ABG addressing the ability of ABG to declare and pay such dividends. Please refer to Note 20 for further information regarding the non-controlling interest obligation.

ABG holds a leading position in the RTD and better-for-you beverages market in Canada. ABG's portfolio includes its flagship brand “Cottage Springs” and other innovative RTD offerings adding significant scale to Corby's portfolio as well as expertise in the high-growth RTD category.

The Company has accounted for this acquisition using the acquisition method in accordance with IFRS 3, and the results of ABG have been consolidated with those of the Company from the date of acquisition. IFRS 3 provides that for each transaction to apply either the proportionate or full goodwill methods. The Company has applied the proportionate method to this transaction. The total purchase consideration has been allocated to identifiable assets acquired, including trademarks, based on their fair values of \$45,041 and goodwill \$105,685. The fair value of the trademarks was determined using an income approach and required the Company to make significant assumptions, which include, forecasted revenues, royalty rate and the discount rate.

Details of the fair value of identifiable assets acquired, purchase consideration and goodwill are as follows:

Purchase consideration	\$	136,321
Accounts receivable		11,438
Inventories		19,222
Prepaid expenses		573
Property, plant and equipment		513
Right-of-use assets		437
Intangible assets		46,691
Cash		4
Bank indebtedness		(9,631)
Accounts payables and accrued liabilities		(4,206)
Credit facility payable and other debt-like items		(8,805)
Lease liabilities		(455)
Deferred income taxes, net		(10,740)
Total identifiable net assets acquired	\$	45,041

Goodwill arising from the acquisition has been recognized as follows:

Purchase consideration	\$	136,321
Non-controlling interest obligation		14,405
Fair value of identifiable assets acquired including trademarks		(45,041)
Goodwill	\$	105,685

Goodwill is attributable to the expertise of ABG's team within the RTD segment as well as synergies expected to be achieved from integrating ABG's products into the Company's existing portfolio. Goodwill arising from this transaction is not expected to be deductible for tax purposes.

8. ACCOUNTS RECEIVABLE

	June 30, 2025	June 30, 2024
Trade receivables	\$ 31,938	\$ 33,753
Due from related parties	19,523	13,767
Other	3,724	1,376
	55,185	48,896
Allowance for uncollectible amounts	(100)	(267)
	\$ 55,085	\$ 48,629

9. INVENTORIES

	June 30, 2025	June 30, 2024
Raw materials	\$ 15,064	\$ 12,503
Work-in-progress	62,155	58,278
Finished goods	24,238	23,947
	\$ 101,457	\$ 94,728

The cost of inventory recognized as an expense and included in cost of sales during the year ended June 30, 2025 was \$106,439 (2024 – \$102,034). The cost of inventory recognized as an expense and included in cost of goods sold includes the fair value adjustments of inventory acquired through acquisitions noted below.

On May 13, 2024, the Company acquired \$4,376 of inventories as part of the acquisition of MXM of which \$753 related to a fair value adjustment, representing the difference between inventory cost and its fair value. The fair value adjustment is recognized as an expense in cost of sales as the related inventories are sold. For the year ended June 30, 2025, the Company recognized \$595 of the fair value adjustment in cost of sales, which decreased gross profit realized (2024 - \$158).

On July 4, 2023, the Company acquired \$19,222 of inventories as part of the acquisition of ABG of which \$3,047 related to a fair value adjustment, representing the difference between inventory cost and its fair value. For the year ended June 30, 2024, the Company recognized \$3,047 of the fair value adjustment in cost of sales, which decreased gross profit realized.

During the year, there were write-downs of \$1,480 (2024 – \$507) on inventory as a result of net realizable value being lower than cost. During the year ended June 30, 2024, a previous write-down of inventory in the amount of \$187 was reversed. There were no reversals of inventory write-downs during the current fiscal year ended June 30, 2025. Inventory write-downs are included in cost of sales.

10. PROVISION FOR EMPLOYEE BENEFITS

The Company provides pension benefits to its employees through a defined contribution pension plan and defined benefit pension plans. Employees hired after July 1, 2010 are no longer offered enrolment into the Company's defined benefit pension plans. Instead, the Company provides these employees a defined contribution pension plan. To become eligible to join the defined contribution pension plan, most employees must first accrue 90 days of service. For the year ended June 30, 2025, the Company recognized contributions of \$750 as an expense (2024 - \$744) with respect to the defined contribution pension plan.

The Company has two defined benefit pension plans for executives and salaried employees (the “registered pension plans”), two supplementary executive retirement plans for retired and current senior executives of the Company (the “non-registered pension plans”), and a post-retirement benefit plan (“other benefit plan”) covering retiree life insurance, health care and dental care. Benefits under these plans are based on years of service and compensation levels.

The registered pension plans are registered under the Pension Benefits Act (Ontario) (the “Act”) with regulatory oversight by the Financial Services Regulatory Authority of Ontario. The latest valuations completed for these plans are dated December 31, 2022 for the executive plan and June 30, 2023 for the salaried plan. The next required valuations must be completed with an effective date no later than December 31, 2025 and June 30, 2026, respectively. The Act requires funding valuations for the registered pension plans to be performed at least once every three years and plan deficits must be funded over a period of up to five years. The registered pension plans are funded through a combination of employee and employer contributions.

The Company is under no obligation to make any funding in respect to the benefits accruing under the non-registered pension plans. However, the Company has adopted a funding policy to make periodic contributions to the non-registered pension plans to provide security for the benefits accrued by the members. Such funding policy may be reviewed and amended at any time by the Company.

The post-retirement benefit plan is unfunded.

In 2020, the Company initiated a pension de-risking strategy for Corby's defined benefit salaried pension plan using securities investments held in the salaried plan to purchase a buy-in annuity for retirees and deferred vested plan members. The buy-in annuity transaction in 2020 effectively reduced Corby's exposure to pension related financial risks. Effective January 1, 2024 Corby converted the buy-in annuities held for its salaried pension plan to buy-out annuities. By converting to a buy-out annuity Corby now effectively reduces administrative costs, including maintenance of pensioner records, benefit payments and regulatory requirements for the group impacted. As a result, during the year ended June 30, 2024, the conversion to a buy-out annuity reduced both the plan assets and the defined benefit obligation by \$17,030, and did not result in a gain or loss on plan settlement.

As at June 30, 2025, the average duration of the defined benefit obligation for the registered and non-registered pension plans and the post-retirement benefit plan is 13 years (2024 – 13 years).

Company contributions to the registered and non-registered pension plans are expected to be \$165 for the fiscal year ended June 30, 2026.

The Company maintains a Canadian Pension Committee, which provides oversight of the Company's pension benefit policies, investment policies and plan administration. The Company uses the service of third parties to provide investment management services such as managing the pension plan assets in accordance with the established investment policies.

The Company is subject to certain risks as a result of the existence of its registered and non-registered pension plans and its post-retirement benefit plan. These risks include actuarial risks such as investment risk, interest rate risk as this impacts the discount rate, longevity risk and compensation risk.

The present value of the defined benefit obligation is calculated using a discount rate. If the return on plan assets is below this rate, a plan's surplus is reduced or a plan deficit occurs. The Company mitigates this investment risk by establishing an investment policy to be followed by the registered pension plans' investment managers and providing oversight to the Canadian Pension Committee. The Company's investment policy requires the registered pension plans' assets be invested in a diversified portfolio that does not concentrate investment in any one security or bond.

An increase in interest rates will increase the discount rate, which will subsequently decrease the present value of the defined benefit obligation. An increase in longevity and compensation will increase the present value of the defined benefit obligation. Longevity risk is impacted by mortality assumptions, which are based on the 2014 Private Canadian Pensioners Mortality tables as prepared by the Canadian Institute of Actuaries.

The significant actuarial assumptions are as follows:

	2025			2024		
	Registered Pension Plans	Non-registered Pension Plans	Other Benefit Plan	Registered Pension Plans	Non-registered Pension Plans	Other Benefit Plan
Accrued benefit obligation, end of year						
Discount rate	5.0%	5.0%	5.0%	5.1%	5.1%	5.1%
Compensation increase	3.0%	3.0%	N/A	3.0%	3.0%	N/A
Inflation	2.0%	2.0%	N/A	2.0%	2.0%	N/A
Benefit expense, for the year						
Discount rate	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%
Compensation increase	3.0%	3.0%	N/A	3.0%	3.0%	N/A
Inflation	2.0%	2.0%	N/A	2.0%	2.0%	N/A

The discount rate has been set based on current market rates at the end of the Company's financial year, assuming a rate of return comparable to high-quality fixed income securities of equivalent currency and term that approximate the terms of the pension plan liabilities. A 50bp increase in the assumed discount rate would decrease the amount of the Company's provision for pensions and pension expense in respect of its registered and non-registered defined benefit plans by \$1,991 and \$51, respectively. Conversely, a 50bp decrease in the assumed discount rate would increase the amount of the Company's provision for pensions and pension expense in respect of its registered and non-registered defined benefit plans by \$2,143 and \$57, respectively. The method used to determine the impact of the discount rate changes is consistent with the method used in prior years and the method used to determine the amounts recognized in the consolidated financial statements.

The medical cost trend rate used was 4.3% for 2025 (2024 – 4.5%), with 3.1% being the ultimate trend rate for 2040 and years thereafter (2024 – 3.1%). The dental cost trend rate used was 6.0% for 2025 (2024 – 6.0%). Assumed health care cost trend rates have a significant effect on the amounts reported for the other benefit plan. A 1% increase in the assumed medical cost trend rate would increase the amount of the Company's provision for

pensions by \$549 with minimal impact on pension expense. Conversely, a 1% decrease in the medical cost trend rate would decrease the amount of the Company's provision for pensions \$459 with minimal impact on pension expense. The method used to determine the impact of medical cost rate changes is consistent with the method used in prior years and the method used to determine the amounts recognized in the consolidated financial statements.

A summary of the Company’s defined benefit obligation and plan assets is as follows:

	June 30, 2025	June 30, 2024
Present value of defined benefit obligation of unfunded plans	\$ (6,037)	\$ (6,186)
Present value of defined benefit obligation of partially funded plans	(8,611)	(7,814)
Present value of defined benefit obligation of fully funded plans	(17,877)	(17,065)
Total present value of defined benefit obligation	(32,525)	(31,065)
Fair value of plan assets	33,546	32,256
Net defined benefit asset (liability)	\$ 1,021	\$ 1,191

Information about the Company’s pension and other benefit plans for the year ended June 30, 2025 is as follows:

	2025			
	Registered Pension Plans	Non-registered Pension Plans	Other Benefit Plan	Total
Fair value of plan assets				
Fair value of plan assets, beginning of year	\$ 18,474	\$ 13,782	\$ -	\$ 32,256
Interest income	933	690	-	1,623
Actuarial gains	2,783	56	-	2,839
Change in the asset ceiling impact	(1,733)	-	-	(1,733)
Company contributions	192	-	-	192
Plan participants' contributions	82	-	-	82
Benefits paid	(621)	(535)	-	(1,156)
Administrative costs	(169)	(56)	-	(225)
Transfer out of participants	(332)	-	-	(332)
Fair value of plan assets, end of year	\$ 19,609	\$ 13,937	\$ -	\$ 33,546
Present value of defined benefit obligation				
Defined benefit obligation, beginning of year	\$ 17,065	\$ 7,814	\$ 6,186	\$ 31,065
Current service cost	438	111	39	588
Interest cost	856	385	307	1,548
Plan participants' contributions	82	-	-	82
Actuarial losses (gains):				
Experience losses and (gains)	9	728	(143)	594
Losses due to financial assumption changes	384	130	98	612
Benefits paid	(625)	(557)	(450)	(1,632)
Transfer out of participants	(332)	-	-	(332)
Present value of the defined benefit obligations, end of year	\$ 17,877	\$ 8,611	\$ 6,037	\$ 32,525
Net defined benefit asset (liability)	\$ 1,732	\$ 5,326	\$ (6,037)	\$ 1,021

The defined benefit asset (liability) is recorded in the consolidated balance sheet as follows:

	2025			
	Registered Pension Plans	Non-registered Pension Plans	Other Benefit Plan	Total
Other assets	\$ 1,732	\$ 5,411	\$ -	\$ 7,143
Provision for employee benefits	-	(85)	(6,037)	(6,122)

The actual return on plan assets for the financial year ended June 30, 2025 was \$4,462, which was composed of interest income and actuarial gains included in the reconciliation of the fair value of plan assets above.

Information about the Company’s pension and other benefit plans for the year ended June 30, 2024 is as follows:

	2024			
	Registered Pension Plans	Non-registered Pension Plans	Other Benefit Plan	Total
Fair value of plan assets				
Fair value of plan assets, beginning of year	\$ 34,055	\$ 14,281	\$ -	\$ 48,336
Interest income	1,681	708	-	2,389
Actuarial gains (losses)	1,703	(616)	-	1,087
Change in the asset ceiling impact	(198)	-	-	(198)
Company contributions	713	-	-	713
Plan participants' contributions	93	-	-	93
Benefits paid	(2,251)	(535)	-	(2,786)
Impact of conversion to buy-out annuity	(17,030)	-	-	(17,030)
Administrative costs	(144)	(56)	-	(200)
Transfer out of participants	(148)	-	-	(148)
Fair value of plan assets, end of year	\$ 18,474	\$ 13,782	\$ -	\$ 32,256

Present value of defined benefit obligation				
Defined benefit obligation, beginning of year	\$ 34,846	\$ 7,939	\$ 6,644	\$ 49,429
Current service cost	556	106	54	716
Interest cost	1,702	387	326	2,415
Plan participants' contributions	93	-	-	93
Actuarial losses (gains):				
Experience losses and (gains)	(594)	(11)	(338)	(943)
Gains due to financial assumption changes	(124)	(45)	(186)	(355)
Benefits paid	(2,236)	(562)	(314)	(3,112)
Impact of conversion to buy-out annuity	(17,030)	-	-	(17,030)
Transfer out of participants	(148)	-	-	(148)

Present value of the defined benefit obligations, end of year	\$ 17,065	\$ 7,814	\$ 6,186	\$ 31,065
Net defined benefit asset (liability)	\$ 1,409	\$ 5,968	\$ (6,186)	\$ 1,191

The defined benefit asset (liability) is recorded in the consolidated balance sheet as follows:

	2024				
	Registered	Non-registered	Other		
	Pension	Pension	Benefit		
	Plans	Plans	Plan		Total
Other assets	\$ 1,947	\$ 6,068	\$ -	\$	8,015
Provision for employee benefits	(538)	(100)	(6,186)		(6,824)

The actual return on plan assets for the financial year ended June 30, 2024 was \$3,476, which was composed of interest income and actuarial gains included in the reconciliation of the fair value of plan assets above.

Amounts recognized in comprehensive income in respect to the defined benefit plans are as follows:

	2025	2024
Current service costs	\$ 588	\$ 716
Interest costs	150	226
Net expense recognized in Net Earnings	738	942
Net actuarial losses (gains) recognized in Other Comprehensive Income	100	(2,187)
Total net expense (income) recognized in Total Comprehensive Income	\$ 838	\$ (1,245)

The assets of the registered pension plans consist of cash, contributions receivable and investments held in the Hiram Walker & Corby Canadian Pooled Fund Trust. As at June 30, 2025, the fair value of the Trust's assets totaled \$184,214, of which the Company's registered pension plans hold approximately 14% of the total Trust assets.

The fair values of assets held on behalf of the Company's registered pension plans are categorized in the fair value hierarchy as at June 30 as follows:

	June 30, 2025	June 30, 2024
Cash and Canadian equities - level 1	\$ 273	\$ 205
Canadian equities - level 2	3,938	3,224
Bond funds - level 2	4,650	3,865
Foreign equities and foreign equity funds - level 2	12,708	10,568
Infrastructure and real estate funds - level 3	4,082	4,712
	25,651	22,574
Reduction in asset due to surplus cap	(6,042)	(4,100)
	\$ 19,609	\$ 18,474

The assets of the non-registered pension plan consist of cash, investments and refundable taxes on account with Canada Revenue Agency. The investments held by the non-registered pension plan are invested in a limited number of pooled funds. The assets, based on market values at June 30, are as follows:

	June 30, 2025	June 30, 2024
Bond funds	\$ 8,533	\$ 8,404
Refundable tax on account with Canada Revenue Agency	5,404	5,378
	\$ 13,937	\$ 13,782

The fair values of the investments held by the non-registered plan as at June 30, 2025 and 2024 are categorized as Level 2 in the fair value hierarchy.

The fair value of the Refundable Tax held on account with Canada Revenue Agency is determined by estimating the future benefit payments, which will deplete the Refundable Tax account over the remaining life of the plan, and applying a discount rate based on long-term Government of Canada bond yields.

11. LEASES

The following table is a continuity of right-of-use assets as at and for the years ended June 30, 2025 and 2024:

	June 30, 2025		
	Building	Vehicles	Total
Balance, beginning of the year	\$ 1,482	\$ 1,460	\$ 2,942
Lease additions	891	1,665	2,556
Depreciation	(1,062)	(904)	(1,966)
Balance, end of the year	\$ 1,311	\$ 2,221	\$ 3,532

	June 30, 2024		
	Building	Vehicles	Total
Balance, beginning of the year	\$ 2,334	\$ 1,225	\$ 3,559
Business combinations (Note 7)	-	437	\$ 437
Lease additions	23	418	441
Depreciation	(875)	(597)	(1,472)
Lease terminations	-	(23)	(23)
Balance, end of the year	\$ 1,482	\$ 1,460	\$ 2,942

The following is a continuity of lease liabilities as at and for the years ended June 30, 2025 and 2024:

	June 30 2025	June 30 2024
Balance, beginning of the year	\$ 3,019	\$ 3,620
Business combinations (Note 7)	-	455
Lease additions	2,530	487
Lease terminations	-	(140)
Lease payments	(1,943)	(1,403)
Balance, end of the year	\$ 3,606	\$ 3,019

Lease liabilities due within one year	\$ 1,688	\$ 1,419
Lease liabilities	1,918	1,600
Total lease liabilities	\$ 3,606	\$ 3,019

The expense related to leases with variable consideration, short-term lease and low value leases amounted to \$168 (2024 - \$26) and is recorded within marketing, sales and administration expenses.

12. PROPERTY, PLANT AND EQUIPMENT

	June 30,				June 30,	
	2024	Additions	Depreciation	Disposals	2025	
Land	\$ 1,367	\$ -	\$ -	\$ -	\$ 1,367	
Vines	751	90	-	-	841	
Building	4,304	-	-	-	4,304	
Leasehold improvements	1,583	18	-	(30)	1,571	
Machinery and equipment	14,517	997	-	(20)	15,494	
Casks	20,839	1,124	-	-	21,963	
Gross value	43,361	2,229	-	(50)	45,540	
Vines	(127)	-	(28)	-	(155)	
Building	(651)	-	(133)	-	(784)	
Leasehold improvements	(890)	-	(286)	13	(1,163)	
Machinery and equipment	(8,221)	-	(1,346)	12	(9,555)	
Casks	(11,564)	-	(1,452)	-	(13,016)	
Accum. depreciation	(21,453)	-	(3,245)	25	(24,673)	
Property, plant and equipment	\$ 21,908	\$ 2,229	\$ (3,245)	\$ (25)	\$ 20,867	

	Business				June 30,	
	June 30, 2023	Combinations (Note 7)	Additions	Depreciation	Disposals	2024
Land	\$ 1,367	\$ -	\$ -	\$ -	\$ -	1,367
Vines	662	-	89	-	-	751
Building	4,195	-	109	-	-	4,304
Leasehold improvements	1,468	55	60	-	-	1,583
Machinery and equipment	13,373	458	747	-	(61)	14,517
Casks	19,131	-	1,708	-	-	20,839
Gross value	40,196	513	2,713	-	(61)	43,361
Vines	(107)	-	-	(20)	-	(127)
Building	(522)	-	-	(129)	-	(651)
Leasehold improvements	(613)	-	-	(277)	-	(890)
Machinery and equipment	(7,116)	-	-	(1,127)	22	(8,221)
Casks	(10,203)	-	-	(1,361)	-	(11,564)
Accum. depreciation	(18,561)	-	-	(2,914)	22	(21,453)
Property, plant and equipment	\$ 21,635	\$ 513	\$ 2,713	\$ (2,914)	\$ (39)	21,908

13. GOODWILL

Changes in the carrying amount of goodwill are as follows:

	June 30, 2025	June 30, 2024
Balance, beginning of year	\$ 117,351	\$ 8,757
Business combinations (Note 7)	(389)	108,594
Balance, end of year	\$ 116,962	\$ 117,351

There has been no impairment recognized with respect to goodwill during 2025 (2024 - \$nil).

14. INTANGIBLE ASSETS

2025						
<div>Movements in the Year</div>						
		Opening Book Value		Additions	Amortization	Ending Book Value
Long-term representation rights	\$	23,337	\$	-	(10,371)	\$ 12,966
Trademarks and licences		65,111		-	-	65,111
Distribution rights		330		-	-	330
IT Software		2,174		210	(696)	1,688
	\$	90,952	\$	210	(11,067)	\$ 80,095

2024							
<div>Movements in the Year</div>							
		Opening Book Value	Business Combination (Note 7)		Additions	Amortization	Ending Book Value
Long-term representation rights	\$	33,708	\$ -	\$	-	(10,371)	\$ 23,337
Trademarks and licences		15,331	49,780		-	-	65,111
Distribution rights		-	330		-	-	330
IT Software		2,143	151		566	(686)	2,174
	\$	51,182	\$ 50,261	\$	566	(11,057)	\$ 90,952

15. IMPAIRMENT

The Company tests goodwill and indefinite-lived intangibles (trademarks and licences) for impairment on an annual basis. The carrying value of goodwill and indefinite-lived intangibles at June 30, 2025, along with the data and assumptions applied to the CGUs of the Case Goods Segment are as follows:

	Carrying Value Goodw ill	Carrying Value Trademarks & Licences	Discount Rate	Terminal Grow th Rate	5 Year Revenue Grow th Rate
Case Goods Segment	\$ 116,962	\$ 65,111	9.3% to 10.3%	0.1% to 2.4%	4% to 5%

The Company’s Commissions segment has no goodwill or indefinite-lived intangibles.

For purposes of impairment testing, goodwill and intangibles with an indefinite life (trademarks and licences) were allocated to the group of CGUs that represent the lowest level within the group at which the goodwill is monitored for internal management purposes.

During the financial year ended June 30, 2025, the Company performed impairment testing on goodwill and indefinite-lived intangible assets in accordance with its accounting policy and identified no impairment.

The discount rate used for these calculations is a pre-tax rate that corresponds to the weighted average cost of capital. Different discount rates were used to allow for risks specific to certain markets or geographical areas in calculating cash flows. Assumptions made in terms of future changes in sales and of terminal values are reasonable and in accordance with market data available for each of the CGUs. Additional impairment tests are applied where events or specific circumstances suggest that a potential impairment exists.

16. CREDIT FACILITIES PAYABLE

The Company, through its subsidiary ABG, has available a revolving operating facility authorized to a maximum of \$15,000 and a non-revolving facility that is due on demand. At June 30, 2025 and June 30, 2024 the balances were as follows:

	June 30, 2025	June 30, 2024
Operating line of credit (available up to \$15,000)	\$ 3,477	\$ -
Non-revolving credit facility	1,505	17,816

During the year ended June 30, 2025, interest expense on both facilities amounted to \$561 (2024 - \$782). The facilities are held by a Canadian chartered bank and accrue interest at a variable rate using methodologies based on the CORRA rate plus the applicable CORRA margin, or prime plus the applicable prime rate margin. The applicable CORRA margin and the applicable prime rate margin, are determined with reference to the Total Leverage Ratio of ABG.

As at June 30, 2025, \$1,505 is outstanding related to the non-revolving credit facility, the full amount of which is due within in the next year. During the year ended June 30, 2025, the Company made principal repayments of \$16,311 (2024- net draws of \$9,816) on the non-revolving credit facility. The Company may prepay outstanding amounts at any time, without penalty.

The facilities are secured by a general security agreement constituting a first-priority encumbrance on select present and future property and assignment of all proceeds under ABG’s insurance policies. In connection with the closing of its acquisition of ABG, Corby signed a guarantee with respect to amounts owing under both facilities.

ABG is subject to covenants and was in compliance with all covenants as of June 30, 2025. Covenants are used to determine the appropriate interest rate margin on the various credit facilities under the agreements.

17. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	June 30, 2025	June 30, 2024
Trade payables and accruals	\$ 46,926	\$ 43,924
Due to related parties	13,302	10,679
Other	3,821	2,838
	\$ 64,049	\$ 57,441

18. LONG-TERM DEBT

The term loan payable is payable to Corby’s ultimate parent company, PR, details are as follows:

	Maturity Date	Rate	June 30, 2025	June 30, 2024
Term loan payable	June 20, 2033	5.43%	\$ 102,000	\$ 120,000

The term loan payable is a related party transaction, please see Note 31 “Related Party Transactions” for further information.

The term loan payable bears interest at a fixed interest rate of 5.43%. Interest is payable on a quarterly basis at the end of each quarter. The term loan along with any accrued interest is due in full at the maturity date, June 20, 2033. Corby has the option to voluntarily make partial or total repayment at any time before the maturity date.

During the year ended June 30, 2025, the Company made principal repayments of \$18,000 (2024 - \$nil) and incurred interest of \$5,981 (2024 - \$5,993).

19. INCOME TAXES

	2025	2024
Current income tax expense		
Current period	\$ 10,504	\$ 7,620
Increase/(Release) of tax risk	10	(100)
Adjustments with respect to prior period tax estimates	795	(275)
	\$ 11,309	\$ 7,245
Deferred income tax (recovery) expense		
Origination and reversal of temporary differences	\$ 191	\$ 1,785
Adjustments with respect to prior period tax estimates	(812)	(43)
	(621)	1,742
Total income tax expense	\$ 10,688	\$ 8,987

At June 30, 2025 the Company had capital loss carry-forwards for tax purposes in the amount of \$61 (2024 - \$81).

The Company’s effective tax rates comprise the following items:

	2025	2024
Net earnings for the financial year	\$ 27,427	\$ 23,909
Total income tax expense	10,688	8,987
Earnings before income tax expense	\$ 38,115	\$ 32,896
Income tax using the combined Federal and Provincial statutory tax rates	\$ 10,051 26.4%	\$ 8,672 26.4%
Non-deductible expenses	638 1.6%	765 2.3%
Adjustments with respect to prior period tax estimates	(16) 0.0%	(318) (1.0%)
Other	15 0.0%	(132) (0.4%)
Effective income tax rate	\$ 10,688 28.0%	\$ 8,987 27.3%

Deferred tax (liabilities) assets are broken down by nature as follows:

	June 30, 2024	Recognized in Earnings	OCI	June 30, 2025
Provision for pensions	\$ (255)	\$ 11	\$ 26	\$ (218)
Property, plant and equipment	(4,455)	410	-	(4,045)
Losses	975	(303)	-	672
Intangibles	(14,547)	115	-	(14,432)
Other	711	388	-	1,099
	\$ (17,571)	\$ 621	\$ 26	\$ (16,924)
Deferred income tax assets				\$ 1,158
Deferred income tax liabilities				(18,082)

		Business				
	June 30,	Combination	Recognized in		June 30,	
	2023	(Note 7)	Earnings	OCI	2024	
Provision for pensions	\$ 354	\$ -	\$ (33)	\$ (576)	\$ (255)	
Property, plant and equipment	(4,223)	(78)	(154)	-	(4,455)	
Losses	1,185	-	(210)	-	975	
Intangibles	(2,804)	(11,576)	(167)	-	(14,547)	
Other	975	914	(1,178)	-	711	
	\$ (4,513)	\$ (10,740)	\$ (1,742)	\$ (576)	\$ (17,571)	

Income taxes payable includes a provision for uncertain tax positions in the amount of \$391 at June 30, 2025 (2024 - \$381).

Deferred tax assets include the expected benefit of operating losses from certain wholly owned subsidiaries and are expected to be utilized against future taxable income.

20. NON-CONTROLLING INTEREST OBLIGATION

The Non-controlling interest obligation as at June 30, 2025 and 2024 is as follows:

	June 30, 2025	June 30, 2024
Non-controlling interest obligation, beginning of year	\$ 16,206	\$ 14,405
Accretion of obligation during the period	2,026	1,801
Non-controlling interest obligation, end of year	\$ 18,232	\$ 16,206

21. SHARE CAPITAL

	June 30, 2025	June 30, 2024
Number of shares authorized:		
Voting Class A Common Shares - no par value	Unlim ited	Unlimited
Non-voting Class B Common Shares - no par value	Unlim ited	Unlimited
Number of shares issued and fully paid:		
Voting Class A Common Shares	24,274,320	24,274,320
Non-voting Class B Common Shares	4,194,536	4,194,536
	28,468,856	28,468,856
Stated value	\$ 14,304	\$ 14,304

22. ACCUMULATED OTHER COMPREHENSIVE INCOME

	June 30, 2025	June 30, 2024
Actuarial gains on pension obligations	\$ 11,124	\$ 11,224
less: income taxes	(2,750)	(2,776)
Accumulated other comprehensive income	\$ 8,374	\$ 8,448

23. REVENUE

The Company’s revenue consists of the following streams:

	2025	2024
Case goods sales	\$ 212,281	\$ 198,751
Commissions, net	30,591	26,591
Other services	3,914	4,317
	\$ 246,786	\$ 229,659

Commissions for the year are shown net of amortization of long-term representation rights of \$10,371 (2024 - \$10,371). Other services include revenues incidental to the manufacture of case goods, such as logistics fees and miscellaneous bulk whisky sales.

24. OTHER INCOME

The Company’s other income consists of the following amounts:

	2025	2024
Foreign exchange gain (loss)	\$ 91	\$ (124)
Loss on disposal of property and equipment	(25)	(39)
Licensing fees	219	589
Other	(118)	(249)
	\$ 167	\$ 177

25. NET FINANCIAL INCOME AND EXPENSE

The Company’s financial income (expense) consists of the following amounts:

	2025	2024 ⁽¹⁾
Interest income on deposits in cash management pools	\$ 949	\$ 1,153
Other interest income	46	120
Interest expense on bank indebtedness, loans and lease liabilities	(6,685)	(6,903)
Accretion of non-controlling interest obligation	(2,026)	(1,801)
Net financial impact of pensions	(150)	(226)
Other interest expense	(155)	(183)
	\$ (8,021)	\$ (7,840)

⁽¹⁾ Certain comparative information has been reclassified to conform to the current year's presentation.

26. EARNINGS PER SHARE

The following table sets forth the numerator and denominator utilized in the computation of basic and diluted earnings per share:

	2025	2024
Numerator:		
Net earnings	\$ 27,427	\$ 23,909
Denominator:		
Weighted average shares outstanding	28,468,856	28,468,856

There are no potentially dilutive shares as at June 30, 2025 and 2024.

27. EXPENSES BY NATURE

Earnings from operations include depreciation and amortization, as well as personnel expenses, as follows:

	2025	2024
Depreciation of property and equipment	\$ 3,245	\$ 2,914
Depreciation of right-of-use assets	1,966	1,472
Amortization of intangible assets	11,067	11,057
Salary and payroll costs	36,664	33,990
Expenses related to pensions and benefits	588	716

28. RESTRICTED SHARE UNITS PLAN

	2025		2024	
	Restricted Share Units	Weighted Average Fair Value	Restricted Share Units	Weighted Average Fair Value
Non-vested, beginning of year	68,080	\$ 12.97	68,354	\$ 14.02
Granted	31,648	12.55	28,983	13.49
Reinvested dividend equivalent units	5,279	13.50	4,508	13.42
Performance adjustments	(370)	12.97	(5,331)	14.20
Vested	(19,097)	12.42	(28,434)	12.90
Non-vested, end of year	85,540	\$ 14.07	68,080	\$ 12.97

Compensation expense related to this plan for the year ended June 30, 2025 was \$401 (2024 - \$242).

29. NET CHANGE IN NON-CASH WORKING CAPITAL BALANCES

	2025	2024
Accounts receivable	\$ (6,456)	\$ 3,708
Inventories	(6,340)	3,722
Prepaid expenses	487	206
Accounts payable and accrued liabilities	6,583	(14,766)
	\$ (5,726)	\$ (7,130)

30. DIVIDENDS

On August 20, 2025 subsequent to the year ended June 30, 2025, the Board of Directors declared its regular quarterly dividend of \$0.23 per common share, to be paid on September 26, 2025, to shareholders of record as at the close of business on September 10, 2025.

31. RELATED PARTY TRANSACTIONS

Transactions with parent, ultimate parent, and affiliates

The majority of Corby’s issued and outstanding Voting Class A shares are owned by HWSL. HWSL is a wholly-owned subsidiary of PR. Therefore, HWSL is Corby’s parent and PR is Corby’s ultimate parent. Affiliated companies are subsidiaries, which are controlled by Corby’s parent and/or ultimate parent.

Corby engages in a significant number of transactions with its parent company, its ultimate parent and various affiliates. Specifically, Corby renders services to its parent company, its ultimate parent, and affiliates for the marketing and sale of beverage alcohol products in the Canadian market. Furthermore, Corby outsources the large majority of its distilling, maturing, storing, blending, bottling and related production activities to its parent company, HWSL. A significant portion of Corby’s bookkeeping, recordkeeping services, data processing and other administrative services are also outsourced to its parent company, HWSL. Significant transactions with the parent company, ultimate parent and affiliates are subject to Corby’s related party transaction policy, which requires such transactions to undergo an extensive review and require approval from an Independent Committee of the Board of Directors.

The companies operate under the terms of agreements that initially became effective on September 29, 2006 (the “2006 Agreements”). These agreements provide the Company with the exclusive right to represent PR’s brands in the Canadian market, as well as providing for the continuing production of certain Corby brands by PR at its production facility in Windsor, Ontario. Certain officers of Corby have been appointed as directors and officers of PR’s North American entities, as approved by Corby’s Board of Directors.

The 2006 Agreements have been amended and renewed, as follows:

- On August 26, 2015, Corby entered into an agreement with PR and certain affiliates amending the September 29, 2006 Canadian representation agreements, pursuant to which Corby agreed to provide more specialized marketing, advertising and promotion services for the PR and affiliate brands under the applicable representation agreements in consideration of an increase to the rate of commission payable to Corby by such entities.
- On November 11, 2015, Corby and PR entered into agreements for the continued production and bottling of Corby’s owned-brands by PR at the HWSL production facility in Windsor, Ontario, for a 10-year term commencing September 30, 2016. On the same date, Corby and PR entered into an administrative services agreement, under which Corby agreed to continue to manage certain of PR’s business interests in Canada, with a similar term and commencement date. Corby’s role managing the HWSL production facility ended on June 30, 2020 but the rest of the services contemplated by the administrative services agreement continue to be provided and are governed by that agreement.

On September 24, 2020, Corby renewed its exclusive right to represent PR’s brands in Canada for a further five years and three months, effective July 1, 2021 until September 29, 2026, with a potential for automatic renewal for a further three years thereafter, subject to the achievement of performance criteria (“The 2021 Agreement”). This new representation agreement also renewed Corby’s exclusive right to represent ABSOLUT vodka in Canada. Those rights were originally granted in an agreement entered into on September 26, 2008 for a five-year term, which was extended to September 29, 2021 (consistent with the brands subject to the 2006 Agreements) by way of an agreement dated November 9, 2011 and amended on September 30, 2013. The end of the term of the new Canadian representation agreement aligns with those of existing production and administrative services agreements with PR, renewed in 2016. The 2021 Agreement required a payment of an up-front fee of \$54.5 million which was paid September 28, 2021, which Corby funded through its deposits in cash management pools. Since the 2021 Agreement is a related party transaction, the agreement was approved by the Independent Committee of the Corby Board of Directors, in accordance with Corby’s related party transaction policy.

On June 12, 2023, Corby entered into a loan agreement with PR with a total available credit amount of \$120,000, of which the full amount of credit available under the term loan agreement was utilized as of June 30, 2024. The loan provided Corby with the required funding to complete the ABG acquisition which closed on July 4, 2023. The loan bears interest at a fixed rate of 5.43% per annum and matures June 20, 2033. Interest is payable on a quarterly basis. The term loan along with any accrued interest is due in full at the maturity date, June 20, 2033, with Corby provided the option to voluntarily make partial or total repayment at any time before the maturity date. The loan agreement is on arm’s-length terms at market rates and, as a related party transaction, was approved by Corby’s Independent Committee of the Board of Directors, with external financial and legal advice.

PR also represents certain Corby-owned brands in the United Kingdom. On March 21, 2016, the Company entered into an agreement with Pernod Ricard UK Ltd. (“PRUK”), an affiliated company, which provides PRUK the exclusive right to represent Lamb’s rum in Great Britain effective July 1, 2016. On March 28, 2019 the agreement was amended to include Ungava Gin. The agreement was amended again on March 21, 2021 to modify the list of products represented by PRUK and to extend the term of the agreement for a five-year period ending June 30, 2026.

On July 17, 2024, PR announced the sale of its international strategic wine brands to Australian Wine Holdco Limited, which closed effective on April 30, 2025. The transaction includes the sale of a wide portfolio of international wine brands owned and produced by Pernod Ricard Winemakers from three origins including Jacob’s Creek® from Australia; Stoneleigh®, Brancott Estate® from New Zealand; and Campo Viejo® from Spain. Corby will continue to represent these brands during a transition period until August 31, 2025 under the same terms of the PR Representation agreement. The affected brands contributed \$4,250 to Net Earnings during the year ended June 30, 2025 (2024 - \$2,933).

Transactions between Corby and its parent, ultimate parent and affiliates during the year are as follows:

	2025	2024
Sales to related parties		
Commissions - parent, ultimate parent and affiliated companies	\$ 40,463	\$ 36,561
Products for resale at an export level - affiliated companies	11,410	13,097
Bulk spirits - parent	-	18
	\$ 51,873	\$ 49,676
Cost of goods sold, purchased from related parties		
Distilling, blending, and production services - parent	\$ 27,840	\$ 26,927
Administrative services purchased from related parties		
Marketing, sales and administraton services - parent, ultimate parent and affiliated companies	\$ 4,682	\$ 3,678

Balances outstanding with related parties are due within 60 days, are to be settled in cash and are unsecured.

During the year ended June 30, 2025, the Company paid interest of \$5,981 (2024 - \$5,993) on its long-term debt payable to PR.

During the year ended June 30, 2024, Corby entered into a transaction with its parent whereby Corby exchanged certain vintages and varieties of bulk whiskey inventory with a fair value of \$1,803 for differing vintage and varieties of bulk whisky with an equivalent fair value in an effort to balance each companies’ future inventory requirements. The exchange was not a culmination of the earnings process and as such did not impact Corby’s net earnings nor its financial position. This transaction did not reoccur during the 2025 fiscal year.

Deposits in cash management pools

Corby participates in a cash pooling arrangement under the Mirror Netting Service Agreement together with PR’s other Canadian affiliates, the terms of which are administered by Citibank N.A. The Mirror Netting Service Agreement acts to aggregate each participant’s net cash balance for the purposes of having a centralized cash management function for all of PR’s Canadian affiliates, including Corby.

As a result of Corby’s participation in this agreement, Corby’s credit risk associated with its deposits in cash management pools is contingent upon PR’s credit rating. PR’s credit rating as at August 20, 2025, as published by Standard & Poor’s and Moody’s, was BBB+ and Baa1, respectively. PR compensates Corby for the benefit it receives from having the Company participate in the Mirror Netting Service Agreement by paying interest to Corby based upon the 30-day CORRA rate plus 0.75%. Prior year interest was calculated using the 30-day Canadian Dealer Offered Rate (“CDOR”) plus 0.40%. During the year ended June 30, 2025, Corby earned interest income of \$949 from PR (2024 – \$1,153). Corby has the right to terminate its participation in the Mirror Netting Services Agreement at any time, subject to five days’ written notice.

Key management personnel

Key management personnel are those individuals having authority and responsibility for planning, directing and controlling the activities of the Company, including members of the Company’s Board of Directors. The Company considers key management to be the members of the Board of Directors and the senior management team (which includes the CEO, CFO and Vice-Presidents).

Certain key management personnel also participate in the company’s RSU plan.

Key management personnel compensation comprises:

	2025	2024
Wages, salaries and short term employee benefits	\$ 4,055	\$ 3,728
Other long-term benefits	306	259
Share-based payment transactions	315	313
	\$ 4,676	\$ 4,300

Certain members of the Board of Directors and key management personnel are provided benefits and/or salary and wages through the parent company or the ultimate parent company in addition to the amounts reported above.

32. SEGMENT INFORMATION

Corby has two reportable operating segments: Case Goods and Commissions. Corby’s Case Goods segment derives its revenue from the production and distribution of its owned beverage alcohol brands. Corby’s portfolio of owned-brands includes some of the most renowned and respected brands in Canada, such as J. P. Wiser’s Canadian whisky, Lamb’s rum, Polar Ice vodka, McGuinness liqueurs, and Cottage Springs and Nude RTD beverages.

Corby’s Commissions segment earns commission income from the representation of non-owned beverage alcohol brands in Canada. Corby represents leading international brands such as ABSOLUT vodka, Chivas Regal, The Glenlivet and Ballantine’s scotches, Jameson Irish whiskey, Beefeater gin, Malibu rum, Kahlúa liqueur, Mumm champagne, and Jacob’s Creek and Wyndham Estate wines.

The Commissions segment’s financial results are fully reported as “Commissions” in Note 23 of the consolidated financial statements. Commission revenue is reported net of the amortization of the Long-term Representation Rights which are included in Intangible assets. Amortization for the year ended June 30, 2025 was \$10,371 (2024 – \$10,371). Therefore, a table detailing operational results by segment has not been provided as no additional meaningful information would result.

Geographic information regarding the Company is as follows:

	2025				
	Canada	United States of America	United Kingdom	Rest of World	Total
Revenue	\$ 231,628	\$ 2,053	\$ 7,440	\$ 5,665	\$ 246,786
Property, plant and equipment	20,867	-	-	-	20,867
Goodwill and intangible assets	183,931	-	13,126	-	197,057
	2024				
	Canada	United States of America	United Kingdom	Rest of World	Total
Revenue	\$ 211,985	\$ 3,193	\$ 7,524	\$ 6,957	\$ 229,659
Property, plant and equipment	21,810	-	98	-	21,908
Goodwill and intangible assets	195,177	-	13,126	-	208,303

In 2025, revenue to three major customers accounted for 47%, 10% and 10%, respectively (2024 – 54%, 11% and 10%). These major customers are located in Canada and revenues are derived from the Case Goods segment.

33. CONTINGENCY

During November 2023, the Liquor Control Board of Ontario (“LCBO”), one of Corby’s customers, advised suppliers that it will be enforcing a pricing term included in its standard purchase terms and conditions that requires suppliers to ensure prices sold to the LCBO are the same or lower than prices sold to any other customer in

Canada, which is in contradiction to other pricing policies imposed by the LCBO, particularly “minimum pricing” that increased minimum retail prices every year prior to the elimination of such policy in April 2025. The LCBO levied penalties on suppliers for sales beginning April 2023. For the fiscal year ended June 30, 2024 Corby recorded expected penalties related to the period April 2023 through June 30, 2024, of which \$1,104 remains accrued and included in accounts payable and accrued liabilities at June 30, 2025. In addition, the LCBO threatened to calculate penalties on sales not in compliance for the period before April 2023. Corby cannot quantify the potential charge and no provision has been recorded in these financial statements for any exposure before April 2023. Corby believes a retroactive charge back of this nature would not be enforceable. Corby, together with a collective of spirits suppliers representing almost 70% of the spirits products sold in Ontario, filed a court application with the Ontario Superior Court of Justice for court orders declaring that the LCBO’s pricing term is of no force and effect or, alternatively, cannot be enforced retroactively, and that the LCBO must release any amounts set off based on its enforcement. The matter was heard by the Commercial List court in June 2025 with a decision anticipated during fiscal year 2026.

TEN YEAR REVIEW

	Year Ended June 30									
	IFRS									
(in millions of Canadian dollars, except per share amounts)	2025	2024	2023	2022 ⁽¹⁾	2021 ⁽¹⁾	2020 ⁽¹⁾⁽²⁾	2019	2018 ⁽³⁾	2017	2016
Revenue	246.8	229.7	163.0	159.4	159.8	153.4	149.9	145.7	143.9	140.0
Earnings from operations	46.1	40.7	28.3	32.7	41.5	35.9	34.2	34.9	35.0	34.6
Adjusted net earnings ⁽⁴⁾	30.6	28.5	25.3	25.5	30.6	26.7	25.7	25.7	25.6	25.4
Net earnings	27.4	23.9	22.0	23.4	30.6	26.7	25.7	25.7	25.6	25.4
Cash flow from operating activities	44.8	31.5	35.4	45.5	40.8	49.0	34.0	31.3	27.8	33.3
Working capital	99.9	102.6	200.8	97.9	144.3	130.7	121.9	131.3	132.7	136.6
Total assets	402.8	420.5	362.6	253.5	254.2	234.2	218.3	230.0	227.8	228.5
Long-term debt and long-term lease liabilities	103.9	121.6	100.3	2.5	3.0	3.6	-	-	-	-
Shareholders' equity	183.3	181.6	180.0	183.2	187.8	172.5	169.1	184.7	177.3	170.8
Per common share:										
- Earnings from operations	1.62	1.43	1.00	1.15	1.46	1.26	1.20	1.23	1.23	1.22
- Adjusted net earnings ⁽⁴⁾	1.08	1.00	0.89	0.89	1.07	0.94	0.90	0.90	0.90	0.89
- Net earnings	0.96	0.84	0.77	0.82	1.07	0.94	0.90	0.90	0.90	0.89
- Cash flow from operating activities	1.57	1.11	1.24	1.60	1.43	1.72	1.19	1.10	0.98	1.17
- Shareholders' equity	6.44	6.38	6.32	6.44	6.60	6.06	5.94	6.49	6.23	6.00
- Special dividend paid	-	-	-	-	-	-	0.44	-	-	0.62
- Dividends paid	0.90	0.84	0.88	0.93	0.84	0.86	0.88	0.87	0.82	0.76
Market value per voting common share:										
- High	15.70	15.92	18.60	19.98	18.86	18.33	21.10	23.24	24.59	21.49
- Low	12.12	12.20	13.46	16.65	14.48	13.46	17.25	19.01	19.84	17.50
- Close at end of year	14.07	12.97	14.20	17.25	18.02	16.25	18.15	20.68	21.21	20.30
Working capital ratio	2.4	2.3	3.9	2.8	4.0	4.2	4.6	5.0	5.1	5.1
Pre-tax return on average capital employed ⁽⁵⁾	12.2	10.9	12.6	16.9	22.2	20.8	19.7	19.4	20.2	19.5
Return on average shareholders' equity ⁽⁶⁾	15.0	13.2	12.1	12.6	17.0	15.6	14.5	14.2	14.7	14.2
Number of shareholders	380	390	434	439	447	453	461	472	482	497
Number of shares outstanding ('000's)	28,469	28,469	28,469	28,469	28,469	28,469	28,469	28,469	28,469	28,469

(1) Results are adjusted for the retrospective application of an accounting policy change in line with IAS 38.
(2) On July 1, 2019 the Company adopted IFRS 16, Leases, without restatement of prior period figures.
(3) Results are adjusted for the retrospective application of IFRS 15, Revenue from Contracts with Customers.
(4) Results in fiscal years 2025, 2024 and 2023 reflect adjusted net earnings as disclosed in the Management’s Discussion & Analysis for the years ending June 30, 2025, 2024 and 2023, respectively. Results in fiscal years 2022-2016 represent net earnings excluding after-tax restructuring costs, impairment charges, and gains/losses on disposed brands.
(5) Earnings before income taxes divided by average capital employed over the last two consecutive fiscal years. Capital employed is defined as the sum of deferred income taxes, long term debt, long term lease liabilities, and shareholder’s equity
(6) Net earnings divided by average shareholder’s equity over the last two consecutive fiscal years.

BOARD OF DIRECTORS



LUCIO DI CLEMENTE
CA, CPA, MBA, ICD.D 1, 2, 3*, 5
Chair and Corporate Director;
Director, Chemtrade Logistics Inc.



JUAN ALONSO BBA⁴
Vice President & Chief Financial
Officer of the Corporation;
Former, Chief Financial Officer of
Pernod Ricard South Latam; Former
Vice President of Finance and Supply
Chain at Pernod Ricard Americas
Travel Retail.



CLAUDE BOULAY LL.D.⁴
Corporate Director;
Director of Hiram Walker & Sons
Limited, Gooderham & Worts Ltd.,
Pernod Ricard Canada Holding
Corporation, West Indies Holdings
Limited, and Pernod Ricard Canada
Ltee.



NICOLAS KRANTZ
MFin, BEcon^{4*}
President & Chief Executive
Officer of the Corporation;
Former Chief Executive Officer of
Pernod Ricard Winemakers, Spain;
Former Chief Financial Officer and
Global Chief Operating Officer of
Pernod Ricard, EMEA & LATAM;
Former Chief Financial Officer of
Pernod Ricard Pacific.



PAM LAYCOCK
MBA, BCom, ICD.D 1, 2, 3, 5
Corporate Director;
Director, Schulich School of Business;
Director, Girl Guides of Canada;
Director, Women Get on Board;
Former Director, Shop.ca, Workopolis,
and Olive Media.



LANI MONTOYA BBA, MLSM
Chief People Officer, Pernod
Ricard North America;
Former Director, Global Talent
Management, Diversity & Inclusion,
Pernod Ricard S.A.



PATRICIA L. NIELSEN
BCom (partial)^{1, 2*, 5*}
Corporate Director;
Former President and Chief Executive
Officer, Canadian Automobile
Association, Niagara; Former Chief
Executive Officer, Maxxam Analytics
Corporation; Former President and
Chief Executive Officer, GE Capital IT
Solutions.



**ANNE-MARIE
POLIQUIN**
LLB, LL.M.
Executive Vice President, Legal
and Compliance for Pernod
Ricard S.A.;
Former General Counsel, Legal
and Corporate Affairs, JDE Peet's;
Former General Counsel Europe and
General Counsel, Global Petcare.



HELGA REIDEL
FCPA, FCA, BCom (Hons), BEd,
ICDD^{1, 2, 3, 4, 5}
Corporate Director;
Former President and Chief
Executive Officer, Enwin Utilities Ltd.;
Former Chief Administrator Officer,
Corporation of the City of Windsor.

Notes 1 Audit Committee 2 Corporate Governance & Nominating Committee 3 Management
Resources Committee 4 Retirement Committee 5 Independent Committee *Chair of the
Committee

MANAGEMENT TEAM



NICOLAS KRANTZ
President & Chief Executive
Officer



JUAN ALONSO
Vice President & Chief
Financial Officer



STÉPHANE CÔTÉ
Vice President, New
Business Ventures



MAURA COWEN
Vice President, Marketing



SAYALI DESHPANDE
Director, Supply Chain
Canada



VANITA KAKKAR
Senior Director, Human
Resources



RYAN SMITH
Vice President, Sales



MARC VALENCIA
General Counsel, Corporate
Secretary & Vice-President,
Public Affairs

GENERAL CORPORATE INFORMATION

EXECUTIVE OFFICE

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(416) 479-2400

SALES OFFICES

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Halifax, NS B3S 1A2

111 Robert Bourassa Boulevard
Suite 1600
Montréal, QC H3C 2M1

320 – 23 Avenue SW, Unit 300
Calgary, AB T2S 0J2

#520-1122 Mainland Street
Vancouver, BC V6B 5L1

Nude Beverages
1008 Homer St
Vancouver, BC V6B 2X1

SUBSIDIARIES AND AFFILIATES

Ace Beverage HoldCo Inc.
110-140 Geary Avenue
Toronto, ON M6H 4H1

Hiram Walker & Sons Limited
2072 Riverside Drive East
Windsor, ON N8Y 4S5

Ungava Spirits Co. Ltd.
Les Spiritueux Ungava Cie Ltée
291, rue Miner
Cowansville, QC J2K 3Y6

The Foreign Affair Winery Limited
4890 Victoria Avenue North Vineland
Station, ON LOR 2E0

INTERNATIONAL INQUIRIES

Corby exports its products to numerous international markets. Should you have inquiries about our brands in the US or international markets other than the UK please contact our Toronto sales office.

For inquiries about our brands in the UK, please contact:

Pernod Ricard UK, Ltd.
Building 12, Chiswick Park
566 Chiswick High Road
London W4 5AN
[Pernod Ricard UK Website](#)

STOCK EXCHANGE LISTING AND SYMBOLS

Corby's Voting Class A Common Shares and Non-Voting Class B Common Shares are traded on the Toronto Stock Exchange under symbols CSW.A and CSW.B, respectively.

VOTING SHARES AND PRINCIPAL HOLDER

Hiram Walker & Sons Limited, owns 12,527,664 shares (or 51.61%) of Corby's issued and outstanding Voting Class A Common Shares, and 499,800 shares (or 11.96%) Non-Voting Class B Common Shares.

At the year-end 2025, there were 24,274,320 Voting Class A Common Shares and 4,194,536 Non-Voting Class B Common Shares, without nominal or par value of the Corporation, issued and outstanding.

DIVIDENDS

The declaration and payment of dividends and the amount thereof are at the discretion of the Board, which takes into account Corby's financial results, capital requirements, available cash flow and other factors the Board considers relevant from time to time. Corby's practice has been to declare and pay dividends quarterly; payable in September, December, March and June in each fiscal year, subject to declaration by the Board.

COMMON SHARE FY2026 EXPECTED DIVIDEND DATES

(subject to Board approval)

Record Date	Payment Date
Sept. 10, 2025	Sept. 26, 2025
Nov. 28, 2025	Dec. 19, 2025
Feb. 25, 2026	Mar 11, 2026
May 27, 2026	Jun. 10, 2026

INVESTOR RELATIONS INQUIRIES

Shareholders, investment professionals and others should direct their requests to Investor Relations by email at investors.corby@pernod-ricard.com

AUDITORS

KPMG LLP

www.kpmg.ca

REGISTRAR & TRANSFER AGENT

Computershare Investor Services Inc.
www.investorcentre.com

ANNUAL MEETING

November 13, 2025
at 11:00 a.m. (Toronto time)
virtual meeting format only,
by way of a live webcast at [Lumi](#).
Corby holds an earnings call shortly following the release of its quarterly results.

BRAND PORTFOLIO

BROWN SPIRITS

Canadian

J.P. Wiser's
J.P. Wiser's Deluxe
J.P. Wiser's Old Fashioned
JPW Decades
Lot No. 40
Gooderham & Worts
Royal Reserve
Hiram Walker Special Old
Baril Caché
Coureur des Bois Excellence 12 YO (Québec only)
Cabot Trail Maple Whisky (*in Québec Coureur des Bois*)

Blended Scotch

Ballantine's
Chivas Regal
Royal Salute

Single Malt

The Glenlivet
Aberlour

Irish

Jameson
Redbreast
Midleton
Spot Range
Method & Madness

Bourbon

Rabbit Hole
Jefferson's
Skrewball

Cognac and Brandy

Martell
Macieira
Villon

WHITE SPIRITS

Vodka

Absolut
Polar Ice
Quartz

Rum

Lamb's
Havana Club
Chic Choc Spiced
Black Spiced Bumbu

Gin

Beefeater
Malfy
Monkey 47
Ungava

Tequila and Mezcal

Olmeca Altos
Olmeca
Codigo
Del Maguey Mezcal

LIQUEURS

McGuinness
Meaghers
Kahlúa
Malibu
Ramazzotti
Ricard Pastis
Pernod
Pernod Absinthe
SOHO
Cabot Trail (*in Québec, Coureur des Bois*)
La Mentherie

READY TO SERVE

Ungava Negroni
Altos Margarita

READY TO DRINK

Absolut Cocktails
Malibu Cocktails
Polar Ice Blizzard
Jameson Cocktails
Ungava Gin & Tonic (Quebec only)
Chic Choc Libré (Quebec only)
Lamb's Sociables (*Newfoundland & Labrador Only*)

Ace Beverage Group

Cottage Springs
Ace Hill Beer
Ace Hill Vodka Soda
Cabana Coast
Liberty Village Cider
Good Vines
Casa Del Rey Tequila Cocktails
Nude
Slappy's Vodka Soda
Los Flamingos Cocktails
Shore Shakers

WINES

Foreign Affair
Jacob's Creek
Stoneleigh
Campo Viejo
Brancott Estate
Greasy Fingers
Ace & Arrows
St. Hugo
George Wyndham
Kenwood
Archway
Stave & Steel
Slow Press

Champagne and Sparkling Wine

G.H. Mumm
Perrier-Jouët
Mumm Napa
Luc Belaire

Aperitif

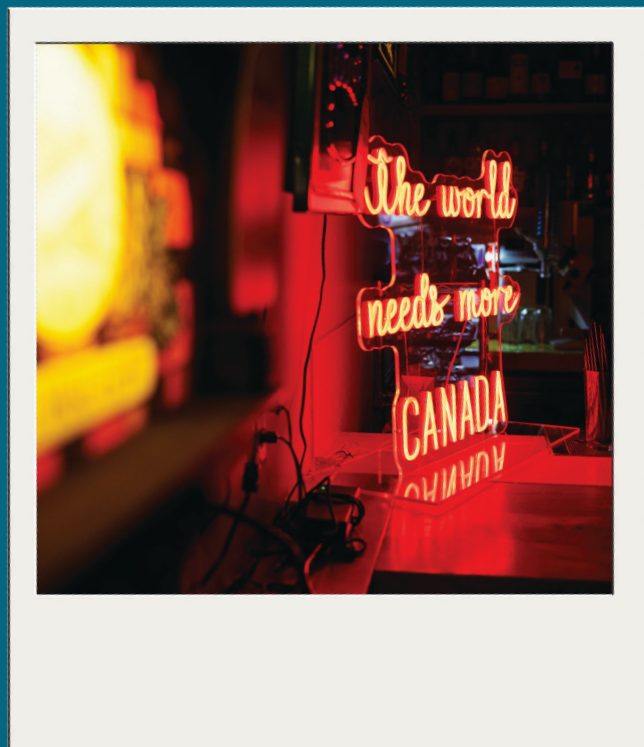
Dubonnet
Lillet

IN SPIRIT AND WINE
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