

LE CELLAR

By Spirits of France

Where Spirits of France meet the Spirit of the Market
or

“A Fench Cellar in the heart of the market”

Business Concept — South Melbourne Market

1. Why South Melbourne Market?

South Melbourne Market has been a destination of choice for Spirits of France founder Valérie Blayac for many years, and we believe it is the perfect home for our first physical store. The Cellar by Spirits of France will bring to the Market a carefully curated selection of wines, spirits, aperitifs and ciders that reflects what makes South Melbourne Market special: creativity, quality, originality and accessibility.

Our aim is simple: to offer Market customers something distinctive, beautiful and genuinely good, without making it feel exclusive or unaffordable. Whether it is a bottle to enjoy with tonight's dinner, a special spirit or wine to take to a friend's table, or a unique gift to remember a visit to the Market, our range will offer something for every occasion.

Our gift packs of miniature selections will also introduce customers to the diversity of the Spirits of France portfolio in an elegant and accessible way.

Most importantly, South Melbourne Market already attracts the kind of curious, quality-conscious and adventurous customers who share our passion for discovering new products and supporting independent producers. We see the Market not simply as a retail location, but as the ideal community and environment in which to bring Spirits of France to life.

[Photography to be added]

2. What We Bring to the Market

- **An offer nobody else has.**
 - French and (world) spirits, wine, cider and beer, all imported by our importing/redistribution company, Cerbaco Distribution.
 - All exclusively selected by our team.
 - A wide range of high-quality spirits, liqueurs and ciders on offer.
- **Our own audience.**
 - Over 10,000 email subscribers, plus the 45,000 followers of Cocktails Australia, which we own.
 - Roughly half of this audience is Melbourne-based.
- **Good neighbours.**
 - Perfectly positioned alongside the other stalls in this aisle, including Agathé and Otto.
 - Pairing events planned with cheese, charcuterie and seafood traders.

- **A clear target customer.**
 - Affluent professionals and higher-income customers looking for premium, distinctive products.
- **A programme of events.**
 - Special in-shop tastings bringing in producers and bartenders.

3. The Range

The Cellar will bring to South Melbourne Market a range that is genuinely different from traditional wine and spirits retail.

Spirits of France is the exclusive Australian importer for more than 60 independent and internationally recognized producers, including award-winning houses such as Christian Drouin, Adrien Camut, Darroze and Delord. Many of these products are difficult, or simply impossible, to find elsewhere in Australia.

With more than 1,300 products in the Spirits of France portfolio, our objective is not to bring the entire range into the shop. Instead, we will create a carefully curated selection specifically suited to the South Melbourne Market customer and the convenience of a market environment.

The core range will be built around our proven best sellers from the Spirits of France website, complemented by seasonal products, new discoveries and a small number of exceptional bottles.

Customers will find French ciders and pear ciders, aperitifs, vintage Armagnacs, Cognacs, Calvados, whiskies and rums, ranging from accessible everyday bottles to rare and prestigious expressions.

Wine will also form an important part of the offering. We will present a crafted selection from small independent producers, many exclusive to Spirits of France in Australia, focusing on familiar and popular varieties such as Chardonnay, Pinot Noir, Gamay, Sauvignon blanc... alongside more unusual discoveries and a distinctive selection of natural and low-intervention wines.

The philosophy is simple: a small, well-curated range rather than an overwhelming choice — products we know, products with a story, and products we believe customers will enjoy taking home for dinner, giving as a gift or discovering for the first time.

4. More Than the Products on the Shelf

While the physical store will showcase a carefully edited selection, customers will also have access to our complete portfolio of more than 1,300 products.

A digital catalogue available on a tablet in the shop will allow customers to explore and purchase from the wider Spirits of France range.

This combines the personal experience and simplicity of a small market shop with the depth and diversity of an established specialist importer.

5. The Gift Box — The Signature of The Cellar

The most original and distinctive element of Le Cellar will be our curated Gift Boxes.

These boxes will offer a condensed discovery of our portfolio through beautifully presented 50ml miniature bottles, allowing customers to taste and experience exceptional products without having to purchase a full-size bottle.

Customers will be able to choose between different collections — from a mixed selection of spirits, including Cognac, Armagnac, Calvados, whisky and rum, to dedicated themed boxes such as our Whisky Collection, one of our most successful formats.

Importantly, this is not an untested concept.

Spirits of France has already successfully developed and sold this miniature tasting format through our Advent Calendars and gift collections, which have generated a very strong response from our customers.

The Cellar will take this proven concept one step further by making it available throughout the year and giving customers greater flexibility to discover and select different tasting experiences.

A Gift Box could be purchased as a birthday or Christmas present, a corporate gift, a souvenir from South Melbourne Market, an introduction to a particular spirit category, or simply as a tasting experience to enjoy at home.

| *It creates something very different from simply buying a bottle.*

6. The Cellar Experience

Ultimately, The Cellar will combine three strengths: a carefully curated physical range, access to an exceptional portfolio of more than 1,300 products, and an original gifting and discovery experience built around our miniature collections.

The aim is not to create another bottle shop, but a small, approachable and distinctive destination within South Melbourne Market where customers can discover products, hear their stories, find something for dinner, choose an unusual gift or take home something they may never have tried before.

7. Our Experience

Our experience is built on more than 30 years in the Australian wine and spirits industry.

Over the past three decades, we have worked closely with the hospitality industry, independent bottle shops, specialist retailers and cellars across Australia, giving us an in-depth understanding of the market, its evolution and changing customer expectations.

In 2009, we launched Spirits of France, creating a direct connection with consumers and giving us an opportunity to better understand their purchasing habits, preferences and appetite for discovering new products.

Over the years, this direct consumer experience has been strengthened through our online business, tastings, events and our participation in numerous consumer and hospitality trade shows. These interactions have

given us invaluable insight into what attracts customers, what they are willing to discover and, ultimately, what sells.

At the same time, our long-standing relationships with producers have given us an extensive knowledge of the products, their origins, their stories and the people behind them.

This combination of 30 years of industry experience, strong product knowledge and direct understanding of the Australian consumer is at the heart of The Cellar concept.

It allows us to curate with confidence — selecting quality products that are relevant to the market while continuing to introduce customers to smaller producers, distinctive brands and products they may not otherwise discover.

The Cellar brings together what we have learned over 30 years of trade and puts that experience directly in front of the consumer.

8. Our Team

The Cellar will be supported by a knowledgeable and passionate team, combining the experience of our existing business with carefully selected and trained staff.

The team will include key people from within the company — including founder Valérie Blayac, Max Lennox, our General Manager, and George De Bahl, our Brand and Web Manager — who bring extensive experience and a deep knowledge of our products, producers and the Australian market.

They will be supported by employees carefully selected for their interest in wine and spirits, their customer service skills and, above all, their genuine passion for the products they represent.

All team members will receive dedicated training from us, ensuring they understand not only the products themselves, but also their origins, producers and stories.

Our objective is to create a friendly and approachable customer experience. Customers will be able to ask questions, discover something new, receive genuine recommendations or simply find the right bottle for dinner or the perfect gift.

For us, good service is not about simply selling a bottle. It is about sharing knowledge and passion, understanding the customer and helping them discover the right product for the right occasion.

[Team photograph to be added]

9. Our Vision & Concept

Our vision for The Cellar is to create a small, distinctive and welcoming destination within South Melbourne Market — a place where quality products, discovery and genuine expertise come together.

Backed by more than 30 years of experience in the Australian wine and spirits industry, The Cellar will bring our knowledge and long-standing relationships with independent producers directly to the consumer.

The concept is deliberately simple. Rather than trying to replicate a traditional bottle shop, we will offer a carefully curated selection from our portfolio of more than 1,300 products, focusing on proven best sellers, exclusive brands, small producers and products with a genuine story. Customers will be able to find an interesting bottle for dinner, discover a French cider or aperitif, explore a rare spirit or choose from our crafted wine selection.

At the heart of the concept will be our signature 50ml Gift Boxes — a proven format developed through Spirits of France that transforms spirits into an accessible, original and highly giftable tasting experience.

The Cellar will also be about people and interaction. Our knowledgeable and passionate team will be there to guide customers, share stories and make discovering wine and spirits approachable and enjoyable.

Ultimately, our ambition is not simply to sell bottles. We want The Cellar to become a destination for discovery within South Melbourne Market — somewhere customers return to because the selection changes, the products are different, the advice is genuine, and there is always something new to experience, taste or give.

10. Operations & Business Readiness

The areas below set out the operational foundations the business plan still needs to address before launch. Each is listed here as a placeholder for detailed planning:

- Operations & Replenishment
- Technology & Payments
- Trading Hours
- People, Training & Compliance
- Sustainability
- Risk Management