

To
infinity
and
beyond!

U'wine



What you are about to read is a summary of U'wine's most essential values, and the spirit and behaviours that define us, the U'wine-Makers. Until now our corporate culture was implied and developed organically as we grew. We decided it was now time to formalize it, knowing that there are cornerstones of our culture that will not change as we continue our entrepreneurial journey, while others may need to be adjusted over time.

We started simple with the most essential 6 #We are...

**U'wine's Culture is more than just words,
it represents who we are and aspire to be, deeply.**

As we continue to grow our business and our team, we will thrive to ensure that our culture remains alive and well. We understand this may be a challenge from time to time, yet it is our shared responsibility to ensure we stay true to who we are.

If you are a future U'wine-Maker, you should attentively read those pages and make sure you share our values.

Don't just agree to please us, as you will not be comfortable and fulfilled working with and for us. We thrive to attract and retain like-minded people that share our way of moving forward.

**If U are who WE are
U are a true U'wine-Maker!**

U'wine's culture is also the practical set of behaviours, that will support us in achieving our mission and follow our North Star. We want to re-invent the old school Wine Trade; we aim to share the culture of Grands Crus wines giving Wine Lovers enjoyment and excitement, which is what wine should be all about. We believe we will achieve all of this by building and sustaining as we grow a positive company culture based on our We's.

LET'S BEGIN

About us

U'wine is a Wine ecosystem and we are the U'wine-Makers, a team determined to change the way Grand Cru Wines are distributed and consumed, a team constantly pushing the boundaries to "make" it happen.

Mission

As Makers, we thrive to build tomorrow's wine world by focusing on sustainability, long term value creation and delivering emotions.

Charter of commitment

1. Act as a Biome *, to protect and add value to all parties involved.
2. Nurture an inclusive working place where U'wine-Makers can be fulfilled and can grow.
3. Support and promote Wine Makers engaged in sustainable winegrowing aiming at improving quality and leaving the land in better conditions than the current ones for the next generation
4. Enable through digital technology, a sustainable wine distribution model by reducing logistic flow wherever possible.
5. Support Wine Estates in their efforts to promote sustainable wine consumption.

Our DNA

Excellence – Passion – Innovation is our motto, the one that guide how we make things happen every day.

OUR NORTHSTAR

As Makers, we thrive to build
tomorrow's wine world
by focusing on sustainability,
long term value creation
and delivering emotions.

WE #1

We are passionate

WE #2

We are deeply invested
in our relationships

WE #3

We own our job

The #6 WE of U'wine.

WE ARE...

WE #4

We challenge
the Status Quo

WE #5

We are collectively
ambitious

WE #6

We share

A close-up, profile shot of a man with short brown hair and a light beard, wearing a light blue button-down shirt. He is holding a large, elegant wine glass filled with red wine, bringing it to his nose and inhaling. The background is a soft, out-of-focus light blue and white. The text "WE #1" is overlaid in large white letters at the top.

WE #1

"People don't buy what you do,
people buy WHY you do it."

Simon Sinek

We are passionate

Passion is infectious. When our colleagues, customers or partners get a sense of how pumped we are about sharing wine, explaining our offers, delivering a job well done or a unique experience, it pulls them towards U'wine as they feel the difference and appreciate how passionate we are and how much we care.

Passion is sharing emotions. As U'wine-Makers, whether we are casual amateurs, or real wine connoisseurs, we are eager to share the emotion attached to the history, discovery and tasting of a nice bottle of wine, creating lasting memories. And memories is what ultimately creates loyalty. As Simon Sinek said "People don't buy what you do, people buy why you do it". Our why is rooted in the strong desire to design unique wine experiences, and connect wine makers and wine lovers around the world.

Whether we are in a supporting back office role or a customer facing role, all of us should have the opportunity to meet our customers by joining our events, and feel the impact our daily job has on their satisfaction, or get a better understanding of the pain points we need to address. We all have a role to play in delivering a seamless experience, **we all participate in building a stronger U'wine** for our customers and partners.

Passion is the fuel that helps us push the limits every day and follow our North star. We know that the grind of building a new business can take a toll on teams. There may be ups and downs as we grow and that is normal, yet if we are passionate and believe in our purpose we can move beyond the challenges and difficulties as a team, taking one step at a time to improve every day.

We also believe that happiness at work comes from the opportunity to learn and grow and the satisfaction to make meaningful progress; if you are passionate by your job and responsibilities, learning and progress will come naturally, not as something you are forced to do, but rather as an exciting prospect to elevate yourself and make an impact for U'wine.

**"Forget a relationship,
make it a partnership
and build an empire."**

Eleni Sophia



WE #2

We are deeply invested in our relationships

We operate in symbiosis; we thrive to build a trustworthy ecosystem. **Customers, Partners, Wine Estates and U'wine-Makers** are part of that ecosystem and all contributing. Our partnerships are more than transactional relationships involving the exchange of services or goods against money. Our partners are active contributors to the ecosystem and truly add value; Wine Estates aren't just suppliers. U'wine-Makers aren't just employees, they make U'wine. To operate in symbiosis we must be trustworthy, loyal, and open. Without genuine and honest interactions, we won't be able to grow and sustain our ecosystem; this also means that office politics has no place within U'wine.

We think long term; we are biome*. **Our ecosystem is here to last.** We think long term and will always choose the path that can deliver long term benefits over short term gains that may be detrimental to our ecosystem. It took us four years of hard work to get our first AMF visa (French Market Authority approval for our products), a time during which we were barred to do business; many would have given up, but we didn't. Opportunities may come and go, but we believe it only makes sense to focus on those that present long-term benefits; those that will ultimately make U'wine thrive.

U, the U'wine-Makers are also here to last! When you join U'wine as a U'wine-Makers, we welcome you with both arms open into our small but growing family and sincerely hope that you will stay with us in the long run; therefore, all our employments are long term contracts, and all our employees are granted stock-options as a token of appreciation for their long-term contribution to our business. As motivation and passion is central to our operation (to propel us forward every day and stomach hardship and challenges with a smile), we also recognize that when it is no longer there, we should be open in finding ways to either help you regain motivation as a "Better and Happier" U'wine-Maker, or support you transitioning to a new future. Be open and speak to us.

We are realistically optimistic. **We believe in our capacity for growth.** We imagine and share with our Partners what could be our future and work hard to make it happen with and for them, yet we also recognize that there will be setbacks and obstacles along the way and have confidence in our ability to figure out workarounds. We don't give up when things get hard and roll up our sleeves to find solutions.

As realist optimistic we are transparent internally and towards our Customers and Partners, sharing our successes but also our challenges, as we believe deceptiveness and broken promises will harm our ecosystem, while openness and honesty will make for strong lasting relationships.

SORTIE CÔTÉ
GARONNE



"All we have to do to create the future is to change the nature of our conversation, to go from blame to ownership, and from bargaining to commitment"

Peter Block (American author)

Ownership is taking the initiative to bring about "awesome" experiences for our Customers and Partners as well as positive results for the business we are building. U'wine was started from scratch in 2015, and will never be done as we continue to rock an established old-school trade, one that has not seen much innovations or truly placed the Customers at the center of everything they do. We aim to change that.

We know that we still have a lot of challenges to overcome to be truly **"awesome"** and therefore thrive to learn, improve and grow every day, as individuals and as a team. The task may seem daunting, but taking one initiative at a time is the best way to come closer to our goals; We value actions and fight procrastination; We seek excellence but not perfection as this would slow us down; ... and yes we are a little scrappy * too. (*) Perseverant et pugnace.

We own our job

We have limited working hours, and need to spend them wisely. Ownership is also about recognizing **that time is our most valuable assets** and ensuring we maximize every hour by focusing on the important topics, taking responsibility for the deadlines and the outcome of our projects or tasks (rejecting less important ones if need be), and being decisive; We recognize that ½ decision = 2 x mess.

This is also applicable for the time we seek from other U'wine-Makers. **We must value our colleagues' time as much as we value ours**, and whenever we seek time from others we must be well prepared to maximize the outcome and respect the gift of time granted to us. Meetings without clear goals and preparation with colleagues not concerned by the topics are absolute No-No, except during our COFUN events (more on that later).

As a start-up we have to make it do with limited resources, and that's a good thing. Lots of money thrown at a problem seldom brings the best outcome, but rather lazy results; as Ingvar Kamprad (IKEA founder) said "Expensive solutions to any kind of problem are usually the work of mediocrity". Taking ownership of our job therefore also means reaching positive results with the least efforts and money. U'wine-Makers are resourceful and equipped with common-sense. We aim to **work smarter and faster**, not harder by focusing on the right topics and using the right productivity tools. We therefore constantly ask ourselves: Do you really need this? If the answer is maybe – it is in fact no.

Finally taking ownership of our job is also about taking ownership of our career. We hire U'wine-Makers for their knowledge, skills, experiences, but most importantly for their **talents and positive attitude**. In today's fast-paced world, skills and knowledge can quickly become outdated, and it is the responsibility of all U'wine-Makers to stay **curious, open-minded and be life-long learners** to figure out how to solve problems efficiently using new technology wisely and grow their area(s) of expertise. We will do as much as we can to support U'wine-Makers in their personal development journey (we reimburse management books), but personal growth is first and foremost starting from within, by being self-aware knowing where you are and being intentional about knowing where you want to be and bridging the knowledge and skill gap.

Meetings with all participants sharing insights leading to clear decisions that can be summarized in a few sentences are the way to go.

By managing our common time wisely we also ensure that all U'wine-Makers have a healthy work-life balance, as only well rested, positive and happy U'wine-Makers can truly contribute in the long run. Yes, there will be rush times or peak periods related to our business when we all get on the deck to weather the storm or maximize the benefits of favourable winds pushing us significantly ahead in the race, but this should be the exception; if it isn't we need to understand why: are we really focused enough? Could we find smarter / faster ways to get things done? or have we reached the limits of what we can do and need to expand the team? Hiring should be considered carefully.

A person is walking away from the camera down a long, dimly lit aisle in a wine cellar. The cellar is filled with rows of wooden wine racks, each containing numerous dark wine bottles. The lighting is dramatic, with the floor and the person's silhouette being more illuminated than the surrounding racks. The perspective is from behind the person, looking down the length of the cellar.

WE #4

“Status Quo, you know,
is Latin for the mess we’re in”

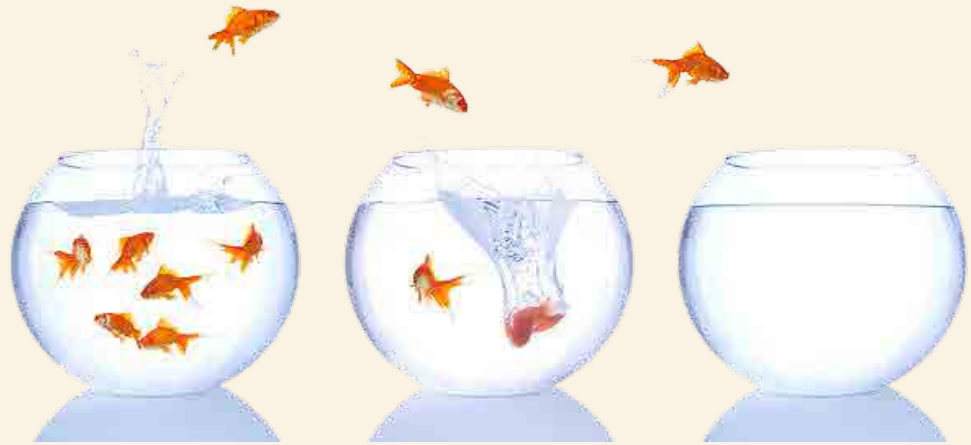
Ronald Reagan

We challenge the Status Quo

Challenging the status quo, is about fighting complacency and constantly keeping a critical eye “on the way things are done around here”. From interns to directors, **we ALL can and must challenge the status quo**, to do better and inspire others to do better and think bigger, especially as a start-up that still hasn’t reached its full potential. Not doing so would lead to stagnation and stalled growth. As Howard Schulz (CEO Starbucks) said “Any business today that embraces the status quo as an operating principle is going to be on a death march”.

We know it can be intimidating to go against the grain; but it shouldn’t be that way, as U’wine-Makers we speak up. If you are always asking «why» it is done that way, you have probably identified something that can be

changed or improved. You may have a whole list of ideas lying around in your notes – if so, prioritize and pick your battles. **Perfect your argument and stay humble**: Make a statement, expose the problems encountered with data to support and present your ideas to eliminate frictions, increase productivity or improve our offerings. Encourage exchanges and listen so as not to overlook each proposal. If you don’t succeed right away, don’t let disappointment or stress get the better of you, and don’t let obstacles or failures bring you down. Learn from the experience, reflect on the exchanges you may have had, and focus on a new proposal. Some ideas may take a while to come to fruition, but the goal remains the same: to progress, grow and improve as individuals and as a team.

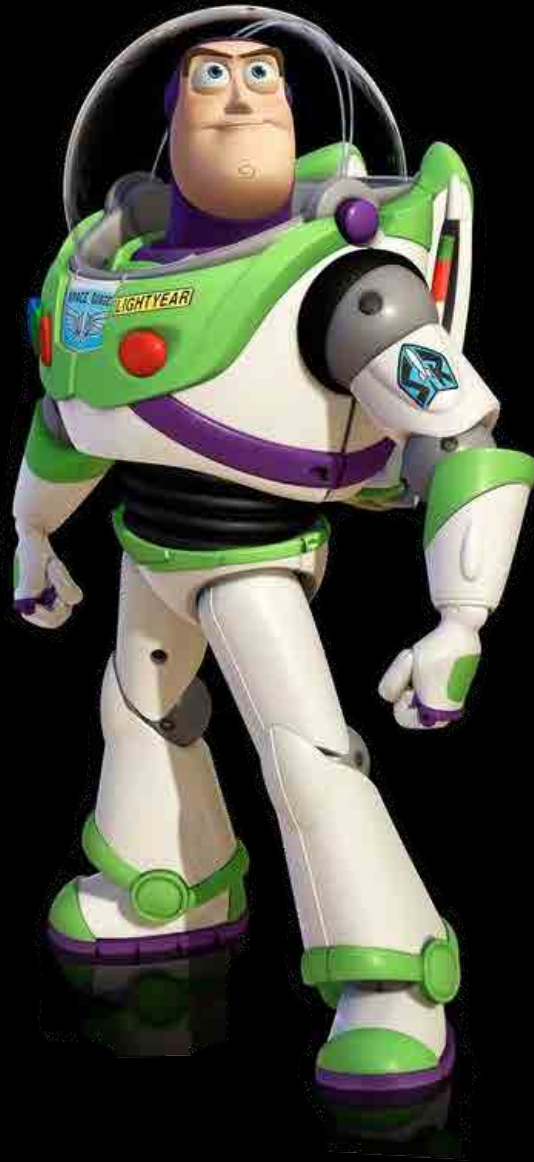


We therefore constantly ask ourselves: **Is there a better way to get this done ?** If the answer is maybe, we will allocate the time and effort to investigate as we know that investing a bit of time now, may well save us a lot of time and money in the future. Equipped with a can-do attitude we look for **smart or innovative ideas** to solve internal or customers problems efficiently. It may be as simple as learning a new trick to get a task done faster on our mac (modern productivity tools, hello!), or bringing to the market new digital technology that enhance the experiences or reduce frictions Small or big all the

initiatives will add up over time to build a stronger U’wine.

Lastly, challenging the status quo is also about **embracing changes with a positive attitude** and being stronger than our excuses, overcoming our fears and current limitations. Yes things at U’wine are evolving at a really fast pace. If you are not comfortable with changes, you will not be fulfilled working with and for us. If you are comfortable with a bit of chaos and uncertainties, and like to drive new ideas, you’ll very likely love to be a U’wine-Maker.

WE #5



"A dream without ambition,
is like a car without gas...
you're not going anywhere"

Sean Hampton

We are collectively ambitious

To infinity and beyond! is the famous catchphrase from Buzz Lightyear in the Toy Story movie. He may not have been taken seriously at first, but his dream came true when he embarked on the NASA spaceflight in May 2008 (true story! *). A fun anecdote perhaps, yet with a powerful meaning: the future belongs to those dreaming big and not giving up. The path is certainly not straightforward, but relentlessly pursuing our goals and ambitions is the very first step in achieving them. We all should be our own version of BuzzLightyear: **never taking no for an answer, having great ambitions for our team and for U'wine.** We want and will succeed together, as a team.

Beside Passion, Ambition is U'wine's vital resource: we address a large worldwide market; we want and will go as far as we possibly can... and beyond! To do so we strongly believe in **doing things our own way**, rather than being a mere copy-cat; our mission is to design and deliver experiences, services, digital technology, and innovation that continuously increase our customer's satisfaction, eliminate frictions, and ensure our stakeholders (Wine Estates, Partners, Customers) are satisfied and stay with us for life. We won't be satisfied until we have achieved those missions.

Our ambition is also for the U'wine-Makers to realize greater results for themselves and reach new levels of technical, managerial, and personal mastery. We are never short of new projects and ideas and expect all U'wine-Makers to step out of their comfort zone and raise to the challenge; As U'wine-Maker, we are ready to stretch ourselves, this is how we believe we can grow, learn, and find "the Better and Happier" version of ourselves, as well as "the Better

and Stronger" version of U'wine.

Being ambitious is also about the willingness **to take smart risk and give contrarian ideas a go.** No matter how much we evaluate each step, there's no way of knowing exactly how things will work out, especially when going the unconventional way. Rather than overthinking, we are brave and ready to take calculated risks, accepting they can lead to mistakes or failures, that we welcome as learning opportunities. Our duty is to learn from our failures, pivot fast if need be and develop our individual and collective gut for business decision. At U'wine we follow our intuitions, challenge them with internal or external mentors and partners through passionate yet respectful discussions, and back them with data and insights.



(*) <https://www.nasa.gov/audience/foreducators/buzz-lightyears-dream-come-true.html>

WE #6



« A team is not a group of people
who work together.
A team is a group of people
who trust each other. »

Simon Sinek

We share

We have a lot to share: our entrepreneurial adventure with all major milestones and company defining anecdotes that made us who we are today; our passion for wine and the discovery of hidden wine gems, memories of our U'wine Tours or Taste and Share, and so much more...

While we share success, we also openly share our failures and mistakes as they are part of who we are, they are the needed wake-up calls along the way that help us adjust and grow stronger. As U'wine-makers we are not afraid to seek for help, to recognize our shortfalls; none of us is perfect, yet the combination of all of us can be, if we accept to play by our strengths and support our colleagues when they are confronted with their weaknesses. ... We are biome, remember that!

At U'wine we have always believed that experience, not things provides enduring happiness. A belief that is now further reinforced, as the world is just slowly coming out of the COVID19 crisis. More than ever, we realize that **life is about simple moments** like sharing a glass of wine, enjoying that lunch break amongst colleagues, seeing the sparkle in the eyes of our customers during a wine tour. We are now more than ever convinced that we are on the right path and motivated to follow our North Star of sharing "awesome" experiences and emotions.

While we spend a lot of time crafting those special moments for our Customers, and Partners that support us and keep us going, we certainly do not forget our U'wine-Makers; they too deserve special moments carefully crafted by our COFUN volunteers (which stands for FUN COmmittee).

COFUN events are meant to develop U'wine-Makers' tasting buds (Friday NARPI, French slang for Wines), relax after an intense day at work (at our officially appointed U'wine bar around the corner), get to know better other U'wine-Makers (through fun activities of all sorts), allow all of us to enjoy a little weirdness (who does not like a fun party with the CEO dressed up as a zebra) and celebrate success. We also organize once a year a U'wine retreat: **The Summer University**, to disconnect and as a team get together to prepare our future, and have fun times too!

As we share time together, we build strong bonds, trust and friendship; work is no longer a place we need to go to during office hours, but a friendly and exciting environment; teams are no longer a group of people working on a common project, but a group of close-knit people supporting each other and motivated to achieve something bigger than themselves together. The URSSAF (French social security office) thinks we spend a little too much money on those teams' event (true story) - we see them as a great investment as we strongly believe this is how great team are built. At U'wine, the team takes precedence over the individual, we truly share, as only together we can achieve great things.

We do remember a lot of shared moments, and cannot wait for the next ones...

Welcome on board.

