

7th generation, grandfather Guy purchased the Mercurey in 60s, which represents 2/3 in terms of volume and value of our domain today. For a long time, more of a Cote de Nuits house, established in Nuits St George, where we still have the old winery. The winery we use today is not our original one, we moved to the current one ~45 years ago and still here. Former owner was making sparkling wine, the architect who designed the place was from Champagn - so our cellar is very unusual for Burgundy, wider taller. We have in fact two cellars, one in which we do all the fining with barrels. We also have a rather big network of 12 cellars where we keep our bottles, this network of cellars was built by connecting existing cellars of houses that we bought from our neighbors etc. like an entire block of Nuits St George... The underground network is in the center of Nuits St George, connecting to Beaune, its unreal underground you wouldn't know how the cities connect above.

Father Francois, into classical music, into boat, chose between being a sailor or a winemaker, and decided with winemaking. Transition between father and grandfather was not easy rather brutal - they didnt get along, it worked pretty well. Loving dad but strong will and personality. Took over in 1976. I took over in 2005. We were exactly the same age when taking over at 25 years old. He is still very much involved when we make big decisions - investment, hiring, style - though my style vs my father's are very different. Lots of investment - all three generations: since I took over I have been investing a lot in the vineyard, in the winery - renovation. Vision means investment.

Faiveley holdings: father purchased a nice domaine in NSG, planted a lot in Mercurey, he also bought Clos de l'Ecu - a monopole in Beaune 2 hectares. Unfortunately during his time we lost Clos de la Maréchale a big monopole in NSG to Mugnier family, we promoted it for 60 years. People always associate Clos de la Marechale with Faiveley just like Corton Grand Cru Clos des Cortons, Faiveley is what people associate it with. That's normal because its the only grand cru in Burgundy like Vosnee Romanee Conti which has the name attached to it. Not a big deal to us as its a monopole so on the label: Domaine Faiveley Clos des Cortons Faiveley, if we were to sell a piece to Dujac or Roumier then it would be stated Domaine Roumier Clos des Cortons Faiveley. Then that would be a big deal. Like in Piemonte, vineyards are named after people names like Cannuibi Boschis.

Father prefers long cold fermentation, natural yeast, bottle by hand no filtering for top bottles, because he thinks even though we are a big domaine it doesnt mean we couldnt do anything by hand, so he handcrafted each single cuvee, and pushed to fine details. That's why Faiveley is famous. Long lived, tannic in youth. Father has strong personality, strong opinion about wines he like: tannic, big, firm, with quite some extraction. I think it was also to differentiate him from his father - grandfather Guy was making much lighter less extracted wine. I believe my father really wanted to take another direction. May as well because during 80s, 90s, the trend in the world was to make big monster wines. That was what people liked. In Burgundy there was a trend called sophisticated extraction - father never did it but really liked extracted wines almost wouldnt say Syrah in Burgundy but big Pinot. Giee Cod??? - the flying winemaker in Burgundy then - was a consultant on the wine for a while. He implemented a way to produce wines that were big black solid Pinots, and became very famous. Today the taste shifted almost to the opposite. The same with me taking over my father as my father taking over grandfather, I am shifting away from this big style my father liked and back to grandfather style. Vintage 2007 is when the style almost totally shifted after I took over in 2005. Extremely close to father, wanted to be an engineer then at some point I was not only not smart enough but I liked wine more. By 21 I was clear I would take over. During that time, even when I was studying in US (Columbia MBA), I never missed a harvest. The transition between father and grandfather was brutal: one day father showed up in the winery only to find the key on a desk with a written letter: it's time I retire, this is the key, you know where to find me if you need me. I'm sure father still really enjoyed put in charge of all. With my father it was much more peaceful. He wanted to give me the opportunity to run the winery as young as I could like when he took over. Another reason is we have another business in the family that is to produce train components: brakes, electronics, doors, and that company father had been running both. Late 90s the big train company was not doing very well and father had to put most of his energy towards that and was not much involved at the winery any more. So in 2005, I believe he was in no way involved as much as the past, so he asked if I wanted to take over otherwise he would have hired someone else. I did't have any wine degree or background. I was the GM but the winery was running itself. So I just set out observing trying to understand the business then I realize I wanted to change the style - and in a big winery like this with big inertia I couldn't do it on my own. So I hired two people: first, Bernard Hervet who used to be the GM of Bouchard Pere et Fils, and joining in 2006 we have been working together for 9 years. [LD: looking back to the Bouchard style: red fruit perfume around 2001-2002, allusive to what you are doing].

During my first two years, I also visited a lot of wineries, trying to see how they were making the wine, treating the vineyard, etc. with the aim of how to shift style in mind. With Bernard Hervet we enlisted many things that we could change to shift style. Takes much more time to change viticulture than winemaking. In 2007 we revolutionized our winemaking: changed many things in the winery and after 2007 many things in the vineyard. Most important change in winemaking: change logistics in winery to gravity to ensure no way

can the wines get burnt??? My father was one of the first to implement at a large scale cold maceration before fermentation. To do that he designed and purchased a Italian system to cool down the harvest, there are many aroma molecules that would only dissolve in water environment thus always interesting to leave harvest sleep/macerated for several days - by lowering the temperature to avoid the start of fermentation to extract all the flavor molecules. The device has a big pipe as heat exchanger. We would pick all the grapes, salted, destemmed, pumped into the big pipe to cool down, at the end of the pipe it goes into the fermentation vats. It was great - also why father became very famous in mid 80s when he bought the system - our wines were so fragrant aromatic beautiful, very different than the big monster style. Now the issue is that all the grapes going into the vat will be very cold at 5-6C and most grapes in the pipe would burst. It has a huge impact because due to all the burst grapes at the beginning of fermentation, there was too much sugar for the yeast to consume and vinification starts super fast, very strong thus very complicated to keep temperature low and fermentation steady. In 2007 we changed it to gravity so now grapes are harvested, transported to the winery, salted, destemmed most of the time, brought directly into the vat and temperature is controlled. Great thing about it: we still have the cold maceration but fermentation starts much slower temperature raises much lower never reach too high. So we moved from big violent fermentation to slower gradual temperature controlled fermentation. I tend to compare my style vs father's style to slow cooking vs grilling meat. My style is much softer and elegant.

Oak regime changed in 2006: we were using one barrel at the time and in 2005 we did a big survey of barrel makers and realized we could be better with others: François Frères, Taransaud and three other coopers. Shifting to less tannic wines means barrels changes too as some tannins are from barrels: our former barrel maker was **not drying the oak enough so the tannins given were green - gives astringency in wines**. For softer less extracted wine I want mature tannins not green ones. **Green notes in older - Francois's Faiveley:** not because of stem inclusion but because of cooper not drying the oak enough which gives green tannins. **Very light toast** - as much as I like oak but because of the tannins it gives - in some vintages like 2007 tannins were non existent if don't bring extra tannins with oak your wine will lack backbone so I really liked tannins and oak but now really don't. It's not I don't like toast - I like toast esp in an entry level wine it gives an extra touch. For grand crus and 1er crus, you cannot fool collectors with toast - vanilla, not what I like. **Percentage of new oak went up since my change** but not really perceptible to many as for them **new oak equals toast, which is not true. Oak equals tannins, fine and great tannins, it shouldn't be linked to toast**. Now my approach to oak is in structure, like exhaust collect you use around the grape to give more density and body. In the **80s high toast was fashionable**. There was a trend of unoaked Chardonnay and now a lot of people are coming back to not oaky Chardonnay but people have realized that Chardonnay that did not see oak just wouldn't work. Only works in very specific region like Chablis, Pouilly-Fuissé, but that's it. If you don't add oak, you miss something.

In 2007 another change on red winemaking was to change how we press the must at the end of fermentation: moved from horizontal press to vertical press which is much gentler. At the end there is no single grape broken - makes a great difference - no green tannins, which you won't get in warm years 2003 2009 but you do in 2008, 2013, if you break your grapes when you press your must, that's when astringency results, not for our red wines.

2007: my sweet spot - could be because it was the first time we changed winemaking and even though it was not a highly regarded vintage, I love it. I believe its one of the most exciting vintages we have done: it has this unique cooked orange zest smell, never seen again ever since. Very unique, just my style. My father's concern was that, since his desire was to make wines designed to age, if my style could age. But the market reaction was very positive, esp entry level \$20-40 which you don't age. Most of our volume production was loved. Top markets' reaction: wait and see. When we launched in 2007, there was the financial crisis, selling wine was tough. But 2008, 2009 people gradually took in and realized the shift.

Amazing to have tasted our four generations wines: 1947 Beaune by great grandfather George, 1961 Amouress by grandfather Guy, 2000 Clos des Corton by father Francois, and 2007 Clos de Vougeot by me. I know great grandfather's and grandfather's wines but only with some age, know fathers wines young and old. Tough to know how they aged without knowing what they were like in youth, but both 1947 and 1961 showed well the terrior and vintage, very interesting wines.

Another major shift is purchasing vineyards for whites. Hervet was the one who opened my eyes around it. We had always been known for Pinot Noir. Chardonnay was on the side: we had an amazing but tiny plot of Corton Charlemagne <1 hectare, some Mercurey, some ??, good value nothing spectacular. Hervet suggested more focus on Chardonnay because it is where Burgundy really shines. In 2008 we were lucky to buy Domaine Monnot (various Puligny-Montrachet vineyards that include 1 hectare grands crus Bienvenues-Bâtard-Montrachet and Bâtard-Montrachet). I also bought a very nice plot Puligny-Montrachet 1er cru Champ Gain?? last year, a little bit of Folatieres and Garennes before that. Having had so little Beaune sites, we couldn't follow the trend in 90s/20s in Meursault, Chassagne, Puligny, so we've always vinified whites the same old way and result is that our Corton Charlemagne is maybe old style but the great style. Press quite

strongly, add a bit of SO₂ to keep juice safe. I like to oxidize the juice quite a bit, I like to cool it down, let it settle for 24-48 hours then vinify into barrels. Changed a bit of barrel regimen on whites: decreased oak approach in whites whereas increased in reds. Now in grand/1er cru, ~60% new oak. Gentle press on red wine, so red and white can be seen as very different. Pressing is different for red vs white: pressing on white is in a water environment whereas on red in an alcoholic environment and if you press too much on reds you break the grapes that's when you get the green tannins. [Back to a change in red winemaking: horizontal to vertical more gentle press at the end of fermentation to avoid breaking grapes thus avoiding green tannins.]

Lease/buy a sig amount of hectare in Burgundy: really just an opportunity when we bought the domaine Dupont-Tisserandot 2012. When we heard Domaine Dupont-Tisserandot was on the market, it made so much sense as you know we never have enough wines in Gevrey Chambertin as the demand so high. Amazing with Dupont-Tisserandot is that in all the plots we had, they had it as well: Cazetiers, Mazis, Issarts??, and they added some gems to ours: Lavaux, Sanajat??, Petite Chapelle, Charmes amazing plot and some very fine village GC now 10 hectares in prime locations in Gevrey - very nice thing to have, wouldn't say game changer. Conditions of the vines from Domaine Dupont-Tisserandot: great vineyards in great shape but a lot of missing vines - a lot of work to raise missing vines but vines are very old. Gevrey has been a strong suit for Faiveley. Back in 1930s great grandfather George had the opportunity to buy a large domain - domaine de crousiny??: 1.5 hectares of Clos de Beze, 1.5 in Mazis, 1.5 in Latricières, 2 hectares of Cazetiers, and 2 of 1er cru Combe aux Moines, so very good sites. Having Dupont-Tisserandot is like having another gem to existing holdings. Today its stated as Faiveley Nuits St George because our winery is in NSG but should have stated Faiveley Gevrey Chambertin jk because we have much bigger vineyard holdings in GC.

Bernard Hervet had worked in William Freres so he must have insights into the Chablis market before your purchase of Billaud-Simon, which would not have happened without him. He brought a lot of his contacts when he joined as a winemaker. His input was very strong. Billaud-Simon was on our mind for a long time. There is Chardonnay and there is Chablis. Learning so much at this domaine. Decided to keep the domaine name, and let the domaine remain the same as much as possible. I have a registeur and a winemaker there, who's from Chablis - Lilier Bier?? - we are doing everything including bottling there except that it was a small domaine so it used to need external lab and flying winemakers but now with business synergy, we don't need those.

Buying land in Burgundy is extremely hard: demand high, price high, etc. Globalization brought Burgundy so much success, there has never been so many people in Burgundy who were never meant to be in the business. Wine lovers buy just a tiny piece of Burgundy just because of love, and they will decide whom are the best to give to manage the vineyards. I think this trend is great for Burgundy because wine lovers will give the best vineyards to the best winemakers who are most capable.