



2014 Half Year results

Six months ended 30 June 2014

Investor Presentation

5 August 2014



Results highlights

Sales results

- by region
- by brand

Operating results by region

Consolidated P&L

Cash flow and Net debt analysis

New developments

Conclusion and Outlook



Half Year results to 30 June 2014

Key highlights

Key results

	1H 2014 € million	Reported growth	Organic change	Forex	Perimeter ⁽¹⁾
Net sales	686.1	-1.8%	+3.8%	-6.5%	+0.9%
Contribution after A&P	253.8	-1.6%	+4.1%	-6.1%	+0.4%
EBITDA pre one-off's	143.2	-1.6%	+3.4%	-5.9%	+0.8%
EBIT pre one-off's	124.4	-0.8%	+4.6%	-5.8%	+0.4%
Group net profit	57.3	-0.5%			

Sales highlights

- > **Reported total sales down by -1.8% to € 686.1 million in 1H 2014**, composed by:
 - **Organic growth of +3.8%** or € 26.6 million in 1H (**+9.4% in 2Q** or € 36.0 million)
 - **key drivers by brand:** overall positive development of **Top 6 international franchises (+2.1%)**, driven by **Campari** and **Aperol, up by double digit**. Improving trends in 2Q across SKYY, Wild Turkey, LdM Rum portfolio and Cinzano, partially recovering the 1Q gap. Satisfactory results in **High potential brands (+2.3%)** and **Key local brands (+9.9%)**
 - **key drivers by market:** continued positive performance in Italy and Latin America, and recovery in Russia, Jamaica and Australia in 2Q, partly offset by shipment softness in the US, Germany and Spain
 - **Perimeter change of +0.9%** ⁽¹⁾, mainly driven by new agency brands
 - **Negative currency effect continued in 1H 2014 to -6.5%**

⁽¹⁾ 30 June 2014 balance sheet impacted by first time consolidation of Forty Creek Distillery Ltd. and Gruppo Averna acquisitions. Economic effects of the two acquisitions will impact P&L as of 1 July 2014



Half Year results to 30 June 2014

Key highlights (cont'd)

Operating & financial results

- > **Contribution after A&P of € 253.8 million**, down by -1.6%, with organic change of +4.1%
- > **EBITDA pre one-off's of € 143.2 million**, down by -1.6%, with organic change of +3.4%
- > **Group pre-tax profit of € 91.3 million**, down by -0.9%
- > **Group net profit of € 57.3 million**, decreased by -0.5%
- > **Net debt of € 1,099.1 million** as of 30 June 2014 (€ 852.8 million as of 31 December 2013), thanks to the healthy cash flow generation and after a total investment of € 237.3 million in the acquisitions of Forty Creek Distillery Ltd. and Gruppo Averna (both deals were closed in June 2014) ⁽¹⁾ and the dividend payment of € 46.1 million

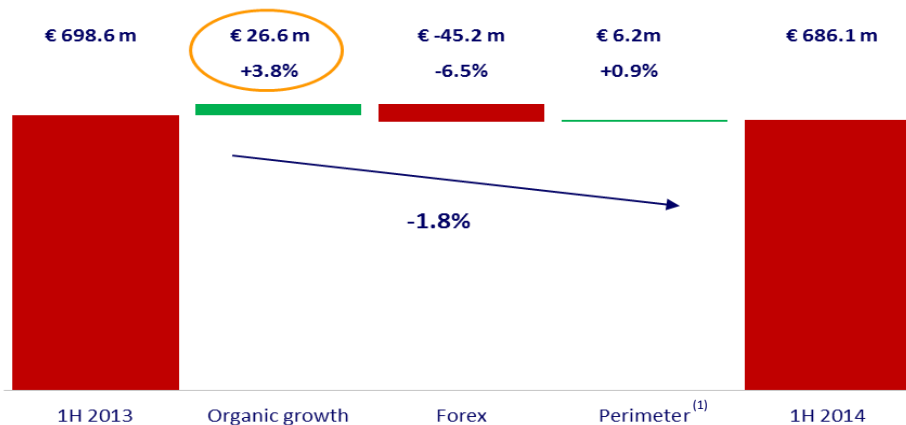
- **Expected robust recovery in organic sales in the second quarter** in most key brand market combinations led to **positive full first half 2014 results**
- However, the positive effect of the **sales mix improvement achieved in the first half was more than offset by the overlapping costs** due to phasing issues caused by production and route to market start-ups

⁽¹⁾ 30 June 2014 balance sheet impacted by first time consolidation of Forty Creek Distillery Ltd. and Gruppo Averna acquisitions. Economic effects of the two acquisitions will impact P&L as of 1 July 2014



Sales results highlights

First half 2014



Breakdown of change in perimeter⁽¹⁾

	€ m
Distribution of William Grant&Sons in Germany ⁽²⁾	8.7
Other agency brands	3.5
Co-packing activities in Australia	5.3
Termination of other agency brands ⁽³⁾	(11.4)
Total perimeter change	6.2

⁽¹⁾ P&L consolidation of Forty Creek Distillery Ltd. and Gruppo Avema acquisitions as of 1 July 2014

⁽²⁾ Distribution started on 1 July 2013

⁽³⁾ Including consumer products in Jamaica

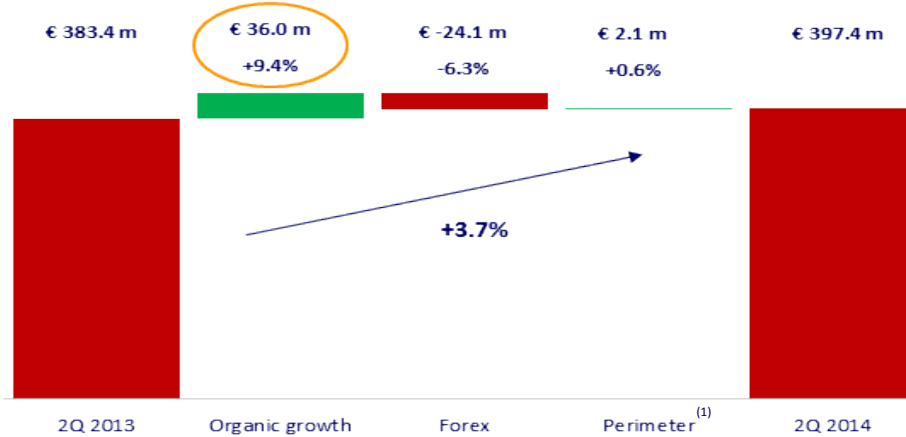
> Overall sales performance (reported) of -1.8% vs. 1H 2013:

- **Organic change of +3.8% (or € 26.6 million)**
 - **key trends by brand**
 - overall positive growth in the **Top 6 international franchises (+2.1%)**, driven by **Campari (+12.5%)** and **Aperol (+14.6%)**, SKYY, Wild Turkey, LdM Rum portfolio and Cinzano showed an improved performance in 2Q
 - positive performance across almost all **High potential and Key local brands**. In particular, **Crodino (+31.9%)** and **Campari Soda (+10.5%)** further confirmed their positive trends in core Italian market
 - **key trends by region**
 - **North America** was soft driven by a weak shipment performance in the US (-3.6%)
 - **Improved performance in Jamaica** (+17.4% in Q2 2014)
 - **Latin America** continued its positive growth, driven by Brazil (+14.8%) and Argentina (+39.1%)
 - **Italy** was very positive (+8.7%), thanks to the continued good performance of the aperitifs business
 - **Rest of Europe** was positive overall (+2.2%), showing an improving trend in most markets, particularly in Russia
 - **RoW and GTR** turned positive (+7.7%), driven by recovery in Australia and strong growth in GTR
- **Perimeter change of +0.9%**, driven by new agency brands, mainly William Grant&Sons in Germany
- **Forex effect of -6.5%**, driven by the continuing devaluation of USD, JMD, BRL, ARS, RUB and AUD currencies



Sales results highlights

2Q 2014



Group sales organic growth by quarter

	2014	2013
1Q	-3.0%	-9.0%
2Q	+9.4%	+1.4%
1H	+3.8%	-3.3%
2H	-	+5.9%
FY	-	+1.7%
LTM ⁽²⁾	+4.8%	-

⁽¹⁾ P&L consolidation of Forty Creek Distillery Ltd. and Gruppo Averna acquisitions as of 1 July 2014

⁽²⁾ Last 12 months to 30 June 2014

> Overall sales growth (reported) of +3.7% in 2Q 2014, driven by:

- Organic change of +9.4% (or € 36.0 million) in 2Q 2014, partially driven by the Easter timing shift:
 - Performance by brand
 - Top 6 international franchises: +4.4% (vs. -0.9% in 1Q), driven by **Campari, Aperol** and **LdM Rum portfolio**
 - High potential brands: +7.1% (vs. -3.5% in 1Q), mainly driven by strong growth in **Tequilas (+9.9%)**
 - Key local brands: +14.0% (vs. +4.1% in 1Q), with strong performance of Crodino, Campari Soda and Brazilian brands
 - Performance by region
 - Americas up +5.8%, in particular, **Jamaica (+17.4%), Brazil (+17.6%), Argentina (+32.2%)**, while the US was soft in shipments (-4.2%)
 - Italy registered very positive results (+11.2%)
 - Rest of Europe was positive overall (+3.5%)
 - RoW and GTR registered double digit growth (+43.2%), driven by **Australia (+9.7%)**
- Perimeter change of +0.6%, driven by new agency brands
- FX impact of -6.3%, driven by a further devaluation of key currencies against the Euro



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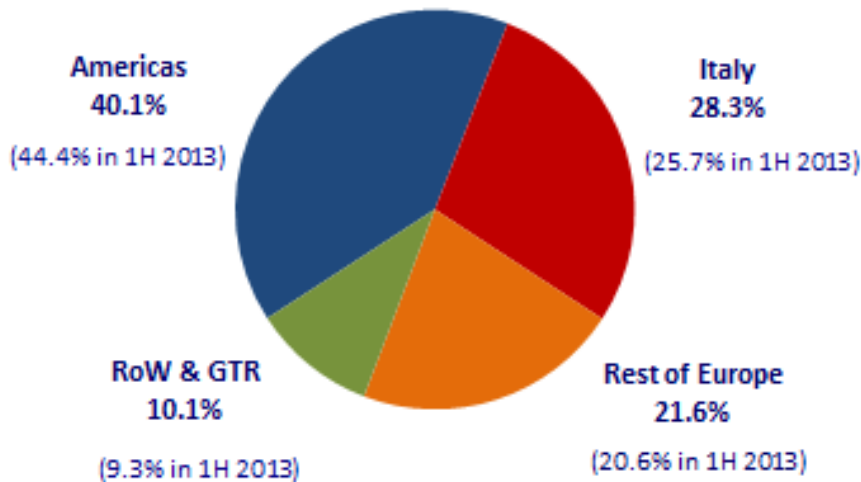


2014 Half Year Net sales

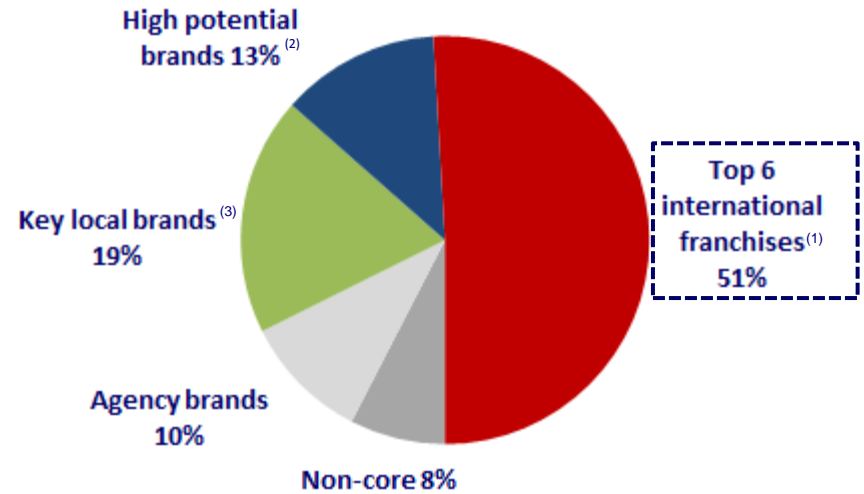
Breakdown by region & brand

1H 2014 Net sales: € 686.1 m

Breakdown by region



Breakdown by brand



Developed vs. emerging markets:

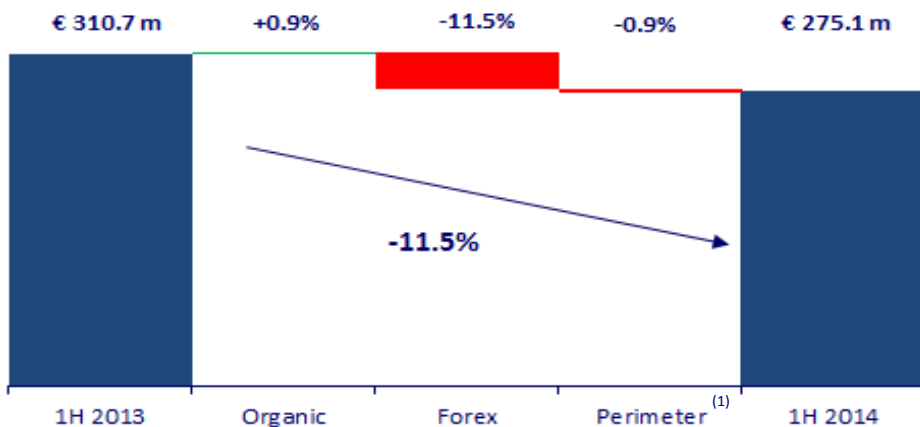
73% vs. 27%⁽¹⁾ in 1H 2014

⁽¹⁾ Key markets include Jamaica, Brazil, Argentina, Russia, South Africa

- (1) **Top 6 international franchises:** Campari, Aperol, SKYY, Wild Turkey, LdM rum portfolio and Cinzano
- (2) **High potential brands** include Tequilas (incl. Espolón and Cabo Wabo), Scotch whisky (incl. GlenGrant), Liqueurs and specialties (incl. Frangelico and Carolans)
- (3) **Key local brands** include Italian single-serve aperitifs and Brazilian brands

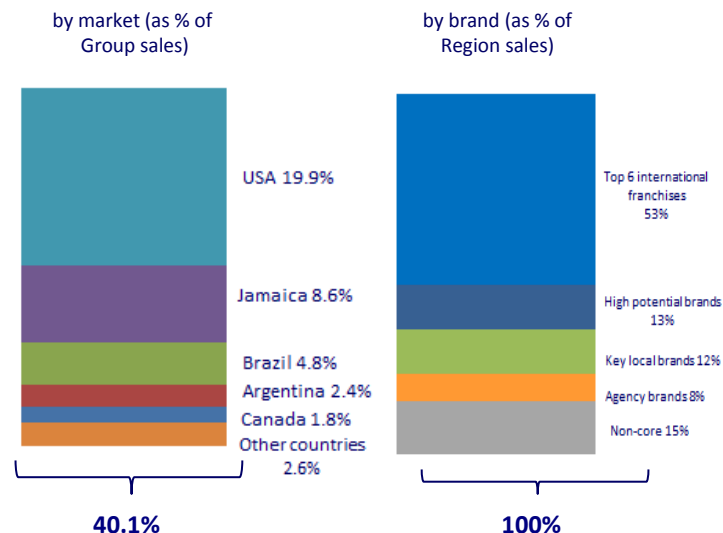


Sales by Region - Americas



Key drivers	44.4% of 1H 2013 Group sales	Organic growth: USA -3.6% Jamaica -8.0% Brazil +14.8% Argentina +39.1% Canada -7.5% Other +19.1%	FX effect: USA -4.0% Jamaica -12.8% Brazil -17.6% Argentina -51.9% Canada -9.8% Other -15.1%	Perimeter effect: USA -0.1% Jamaica -4.2% Brazil 0.0% Argentina 0.0% Canada 0.0% Other +4.9%	40.1% of 1H 2014 Group sales

Americas sales breakdown in 1H 2014



Americas sales organic growth by quarter

	2014	2013
1Q	-4.8%	+10.8%
2Q	+5.8%	+5.3%
1H	+0.9%	+7.5%
2H	-	+5.2%
FY	-	+6.3%
LTM ⁽²⁾	+2.6%	-

⁽²⁾ Last 12 months to 30 June 2014

> Americas at 40.1% of Group sales in 1H 2014 (vs. 44.4% in 1H 2013)

> Overall change in net sales of -11.5% of the region:

- Organic change of +0.9%
- Highly unfavourable forex effect of -11.5%
- Perimeter effect of -0.9%, mainly relating to the termination of distribution agreements of select consumer products in Jamaica and agency brands in the US

⁽¹⁾ P&L consolidation of Forty Creek Distillery Ltd. and Gruppo Averna acquisitions as of 1 July 2014



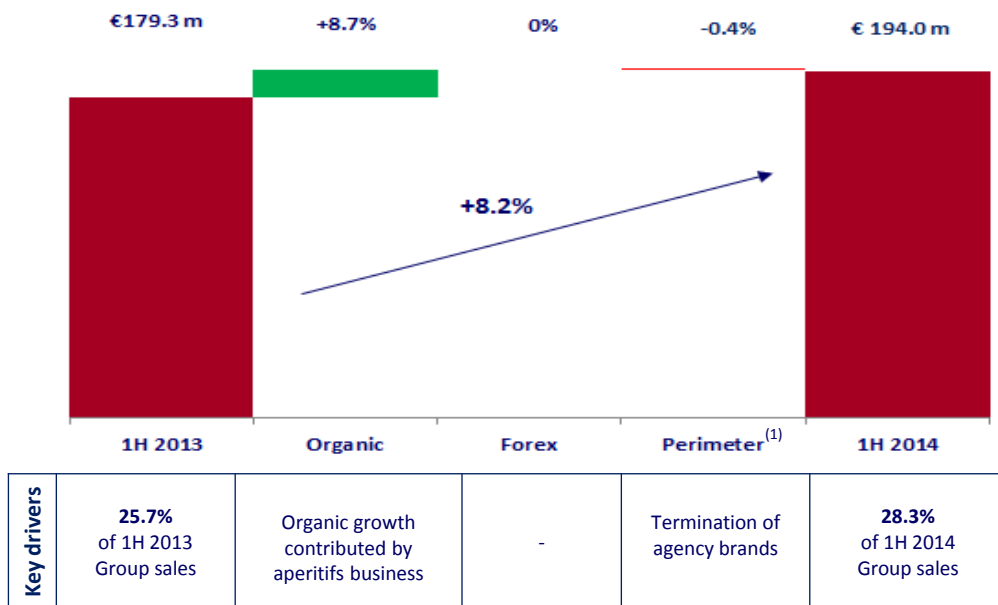
Sales by Region - Americas (cont'd)

Analysis of organic growth by key markets

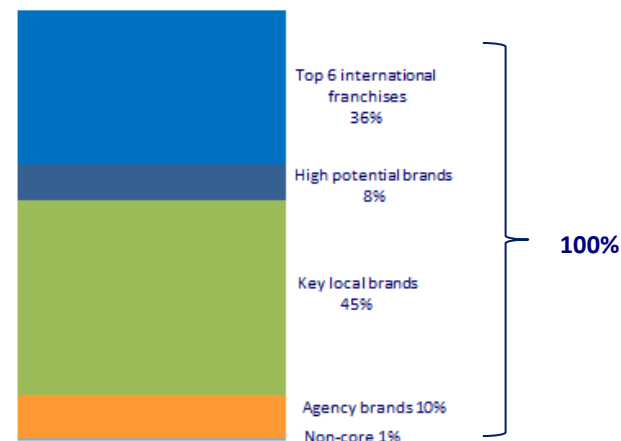
- > **US** (19.9% of Group sales)
 - Overall organic performance of **-3.6%**, due to soft shipment performance of SKYY and Wild Turkey in spite of **positive underlying depletion trend**
 - Strong growth registered for LdM rum portfolio (Appleton Estate, W&N Overproof rum), Aperol and Espolòn
- > **Jamaica** (8.6% of Group sales)
 - Sales declined organically by **-8.0%**, with **strong recovery in 2Q (+17.4%)**, mainly driven by the phasing from 1Q
- > **Brazil** (4.8% of Group sales)
 - **Strong organic growth of +14.8%**, mainly driven by premium brands **Campari (+26.0%)** and **SKYY (+25.4%)**
 - **Local brands delivered high single digit positive performance**, with Dreher compensating soft performance in Admix whiskies
- > **Argentina** (2.4% of Group sales)
 - Continued **excellent performance (+39.1%)**, driven mainly by overall high single digit volume growth and positive sales mix (**Campari and SKYY vodka growing at triple digit**)
 - **Cinzano Vermouth, Cynar and Old Smuggler up by double digit**



Sales by Region - Italy



Italy sales breakdown by brand in 1H 2014



Italy sales organic growth by quarter

	2014	2013
1Q	+5.2%	-26.3%
2Q	+11.2%	-6.6%
1H	+8.7%	-16.0%
2H	-	+10.0%
FY	-	-4.1%
LTM ⁽²⁾	+9.3%	-

⁽²⁾ Last 12 months to 30 June 2014

- > **Italy: 28.3% of Group sales in 1H 2014** (vs. 25.7% in 1H 2013)
- > **Overall sales growth was +8.2%**
 - **Organic growth at +8.7%**, mainly driven by **most of the top franchises (+7.9%)** and **key local brands** (Campari Soda up +10.1% and Crodino up +33.6%)
 - **Encouraging recovery driven by strong marketing initiatives** within an overall weak market environment

⁽¹⁾ P&L consolidation of Forty Creek Distillery Ltd. and Gruppo Averna acquisitions as of 1 July 2014



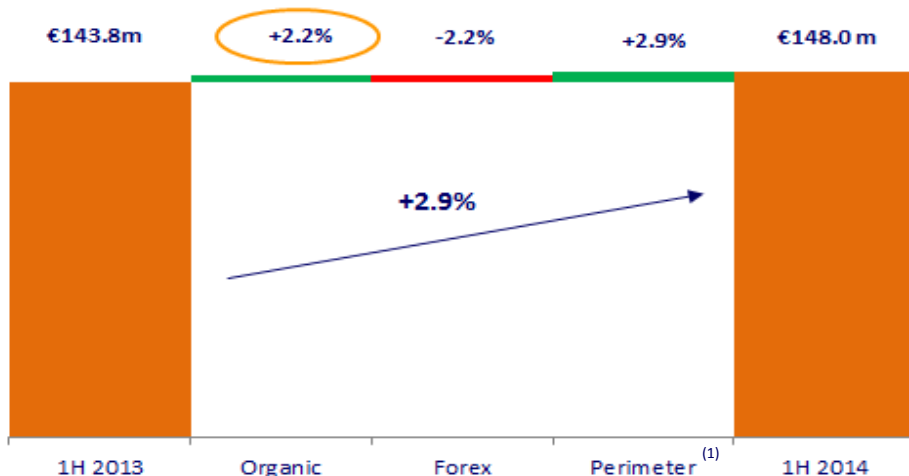
Sales by Region - Italy (cont'd)

Analysis of organic growth by key brands

- > The positive organic growth was driven by:
 - **Continued positive growth of the aperitifs business, particularly Aperol up +12.5%, and single-serve aperitifs (local brands) growing by double digit: Crodino up +33.6%**, boosted also by the new Crodino Twist launch with good progression in both on and off premise, and **Campari Soda up +10.1%**
 - **Rest of the portfolio:** positive results of the wines portfolio, driven by **Cinzano sparkling wines & vermouth**, as well as the soda range

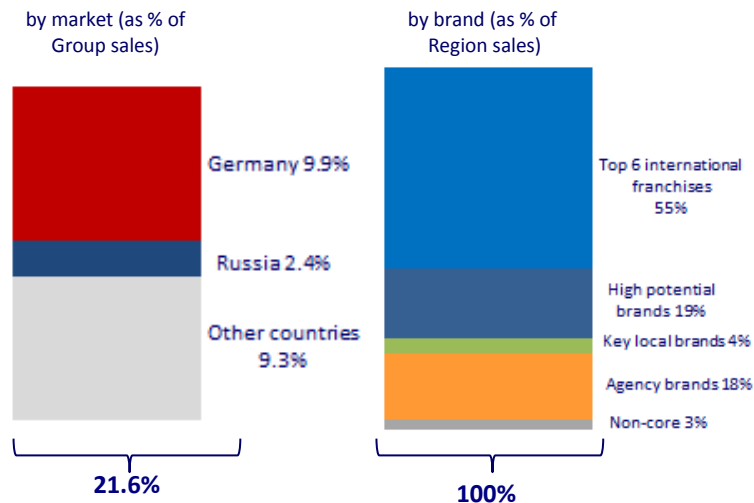


Sales by Region - Europe (excl. Italy)



Key drivers	20.6% of 1H 2013 Group sales	Organic growth: Germany -6.0% Russia +0.3% Other +12.6%	FX effect: Russia -13.4% Other -0.4%	Perimeter effect: Germany +8.8% Russia -11.2% Other +1.3%	21.6% of 1H 2014 Group sales

Europe sales breakdown in 1H 2014



Europe sales organic growth by quarter

	2014	2013
1Q	+0.4%	-8.8%
2Q	+3.5%	+7.3%
1H	+2.2%	+0.0%
2H	-	+5.1%
FY	-	+3.1%
LTM ⁽¹⁾	+3.6%	-

⁽¹⁾ Last 12 months to 30 June 2014

> Rest of Europe: 21.6% of Group sales in 1H 2014 (vs. 20.6% in 1H 2013)

> Overall growth of +2.9%

- Organic growth of +2.2%
- Forex effect of -2.2%
- Perimeter effect of +2.9%, mainly due to distribution of William Grant&Sons portfolio in Germany



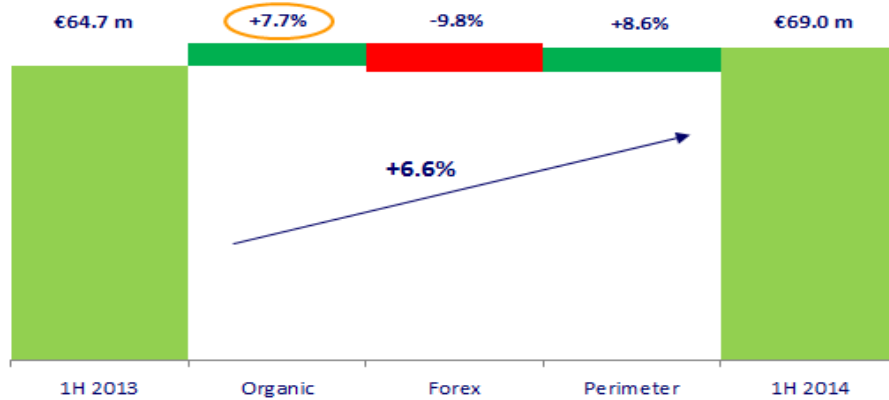
Sales by Region - Europe (excl. Italy) (cont'd)

Analysis of organic growth by key markets

- > **Germany** (9.9% of Group sales)
 - **Overall organic decline of -6.0%**, mainly driven by weak performance of Cinzano sparkling wines (-32.9%)
- > **Russia** (2.4% of Group sales)
 - Organic performance was positive at +0.3%, thanks to strong recovery in **2Q (+36.3%)**
 - **Growth of Cinzano sparkling wines (+27.8%)** and the positive performance of Campari and Aperol over compensated the vermouth category decline
- > **The other European markets** (9.3% of Group sales)
 - **Continued strong performance with an overall growth of +12.6%**, led by core Central European markets (particularly, Belgium, Austria, France and Switzerland), **driven by Aperol**, as well as Eastern European countries



Sales by Region - RoW and GTR



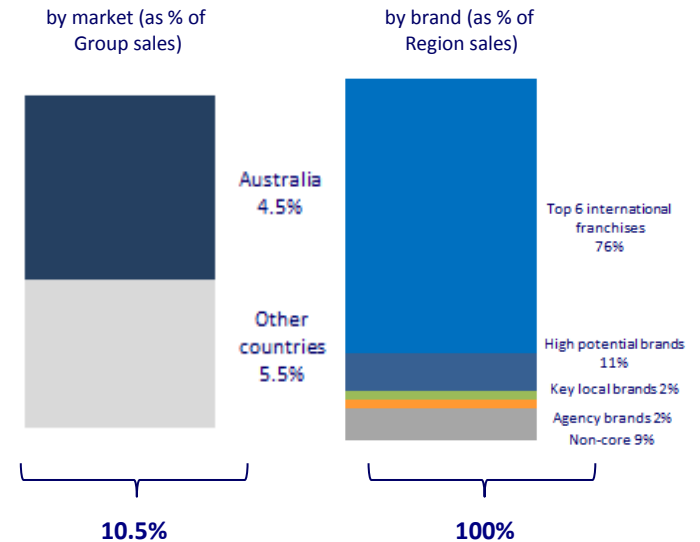
Key drivers	1H 2013	Organic	Forex	Perimeter	1H 2014
	9.3% of 1H 2013 Group sales	Organic growth: Australia +2.4% Other +12.0%	FX effect: Australia -13.8% Other -6.5%	Perimeter effect: Australia +18.3% Other +0.8% Third party bottling (Copack acquisition in Australia)	10.1% of 1H 2014 Group sales

- > **RoW and GTR: 10.1% of Group sales in 1H 2014** (vs. 9.3% in 1H 2013)
- > Overall sales change of +6.6% with an **organic change of +7.7%**

Analysis of organic growth by key markets

- > **Australia** (4.5% of Group sales) up +2.4% in 1H 2014, with strong recovery in 2Q (+9.7%), also due to the shift of Easter timing
- > **Other markets** (5.5% of Group sales): very positive performance in **China (+20.9%)**, **South Africa (+15.0%)**, **Nigeria (+111.5%)** and **GTR, driven by Campari, SKYY and Aperol**, offsetting the weak results in Japan and New Zealand

RoW and GTR sales breakdown in 1H 2014



RoW and GTR sales organic growth by quarter

	2014	2013
1Q	-18.0%	-6.9%
2Q	+43.2%	+0.0%
1H	+7.7%	-3.5%
2H	-	+0.9%
FY	-	-1.1%
LTM ⁽¹⁾	+5.1%	-

⁽¹⁾ Last 12 months to 30 June 2014



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- by region

- by brand

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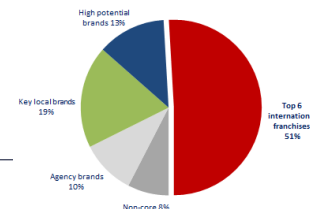
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Review of top brands

Top 6 international franchises



Top 6 international franchises

Brand sales as % of Group's sales in 1H 2014

Organic change

Change at actual FX

1H 2014 organic sales performance review

11%

+12.5%

+5.3%

- > **Strong momentum**, in particular strong growth in Americas (+36.7%), mainly thanks to **Argentina** and **Brazil** and continuing fast expansion in newly developed markets, in particular, **Nigeria (+158.4%)**. Double digit growth in the depletion trend in the US

11%

+14.6%

+14.1%

- > **Strong growth continued**
- > Very positive results in Italy, Central Europe and GTR
- > **With regard to seeding markets, Americas up triple digit** thanks to the very positive consumer trend for Italian specialties in the US

10% (*)

-2.6%

-7.6%

(*) including SKYY Infusions

- > **Core US market down by -7.1% driven by soft shipments**, with SKYY infusions outperforming core, in spite of positive depletion trends
- > However, strong growth trend continued in the other key brand markets: **Brazil (+25.4%), China (+84.6%), South Africa (+21.9%) and Argentina (+244.4%)**



GRUPPO
CAMPARI

Review of top brands

Top 6 international franchises (cont'd)



Top 6 international franchises

Brand sales as % of Group's sales in 1H 2014

Organic change

Change at actual FX

1H 2014 organic sales performance review



8%^(*)

-4.9%

-12.7%

^(*) including: Wild Turkey bourbon (50% of WT franchise)
American Honey (24% of WT franchise)
Wild Turkey RTD (26% of WT franchise)

- > Improving trend in Australia, with very positive performance in 2Q
- > Weak results in the US, due to shipment phasing, which is expected to stabilize across the year, driven by positive underlying consumption, and Japan



6%^(*)

-4.4%

-14.5%

^(*) including: Appleton Estate, Appleton Special, W&N White Overproof, and Coruba

- > 2Q was positive (+5.5%), partially offsetting negative results in 1Q
- > Positive performance in the US market, while in Canada and Jamaica results were affected by phasing issues
- > New marketing strategy is to be rolled out in core markets at the end of 2014



5%^(*)

-9.0%

-18.7%

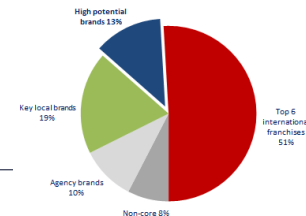
^(*) including: Cinzano Vermouth and Cinzano Sparkling wines

- > Sparkling wines, down in core German market, partially compensated by improved results in the volatile Russian market
- > Positive results in Argentina and the US
- > Decline of vermouth mainly driven by category weakness in core Russian market



Review of top brands

High potential brands



Liqueurs and specialties

Brand sales as % of Group's sales in 1H 2014

Organic change

Change at actual FX

1H 2014 organic sales performance review



3%

+0.2%

-5.6%

> Flattish performance, with Carolans outperforming Frangelico



Tequilas



2%

+5.8%

+0.5%

> Good results achieved in the core US market and positive trends as well in the other markets



Scotch whisky



2%

+2.3%

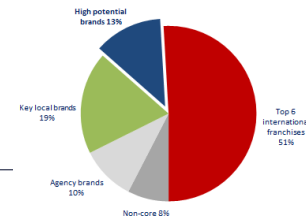
-10.4%

> France, South Africa and GTR registered good results, offsetting the negative performance in the Italian market where whisky category is on the declining trend



Review of top brands

High potential brands (cont'd)



Other Sparkling & Still wines

Brand sales as % of Group's sales in 1H 2014

Organic change

Change at actual FX

1H 2014 organic sales performance review

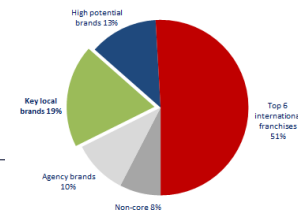
	2%	+11.9%	-1.9%	<ul style="list-style-type: none"> > Recovery in core Russian market was the key driver for growth > Positive results in Australia and Belgium
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	2%	+6.7%	+6.4%	<ul style="list-style-type: none"> > Positive performance driven by core Italian and German markets
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Review of top brands

Key local brands



Single-serve aperitifs

Brand sales as % of Group's sales in 1H 2014

Organic change

Change at actual FX

1H 2014 organic sales performance review



5%

+10.5%

+10.5%

> Very satisfactory results achieved in core Italian market



5%

+31.9%

+31.9%

> Continued its positive trend in the Core Italian market, thanks to the new marketing initiatives

Brazilian brands



3%

+9.4%

-7.3%

> Dreher continued to lead the growth, more than offsetting the weakness of local Admix whiskies



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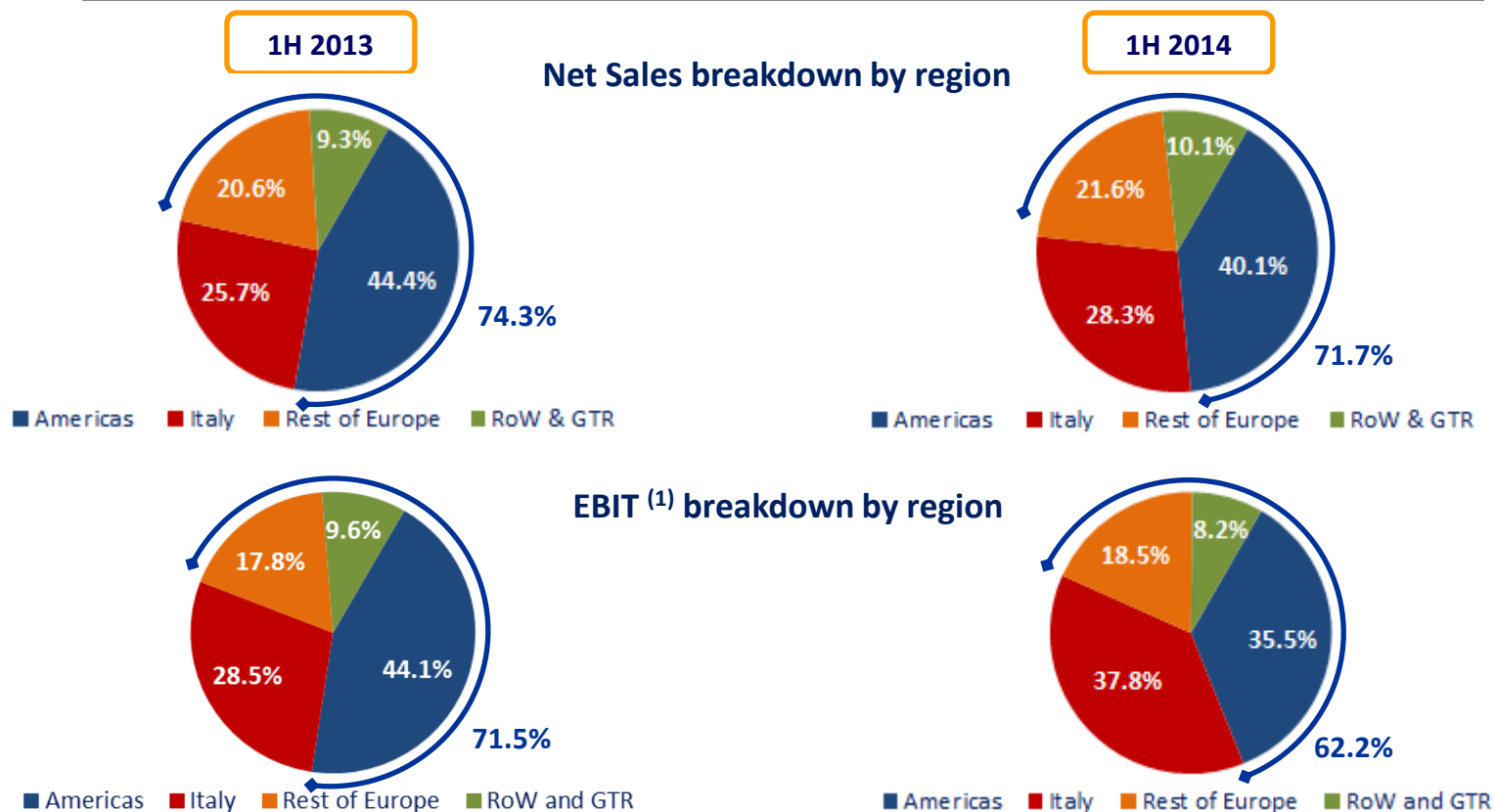
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Net sales and EBIT ⁽¹⁾ analysis by region



- > Business in Italy increased in 1H 2014 to 28.3% of Group sales (vs. 25.7% in 1H 2013) and 37.8% of Group EBIT (vs. 28.5% in 1H 2013), driven by **positive business growth with improving sales mix**
- > Americas reduced its weight in terms of both Net sales and EBIT in 1H 2014, mainly due to unfavourable brand and geographic mix and highly negative forex impact

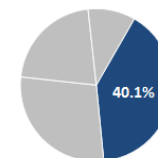
⁽¹⁾ EBIT before one-off's



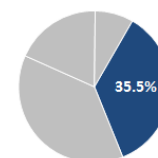
Analysis of EBIT ⁽¹⁾ by region: Americas

	1H 2014		1H 2013		Reported change	1H 2014 at constant perimeter and FX			Organic margin change (bps)
	€ million	% of sales	€ million	% of sales		€ million	% of sales	Organic change	
Net sales	275.1	100.0%	310.7	100.0%	-11.5%	313.5	100.0%	0.9%	
Gross profit	132.1	48.0%	154.6	49.7%	-14.6%	149.4	47.7%	-3.3%	-210 bps
A&P	(40.2)	-14.6%	(46.0)	-14.8%	-12.7%	(44.5)	-14.2%	-3.3%	+60 bps
SG&A	(47.7)	-17.3%	(53.4)	-17.2%	-10.6%	(54.3)	-17.3%	1.8%	-10 bps
EBIT ⁽¹⁾	44.2	16.1%	55.2	17.8%	-20.0%	50.7	16.2%	-8.3%	-160 bps

Americas sales as % of Group sales



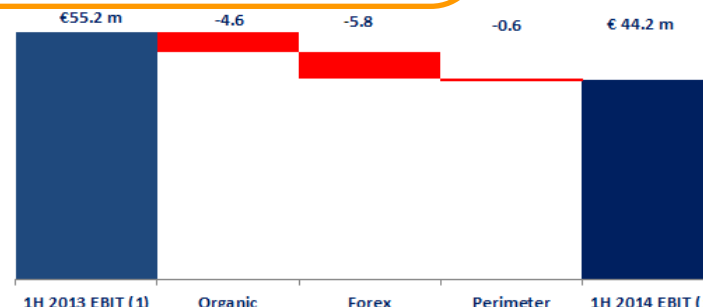
Americas EBIT⁽¹⁾ as % of Group EBIT⁽¹⁾



⁽¹⁾ EBIT before one-off's

-170 bps

EBIT change	% margin on sales BPS accretion/(dilution)	YoY % change
Organic	-160 bps	-8.3%
Perimeter and FX	-10 bps	-11.7%
Total	-170 bps	-20.0%



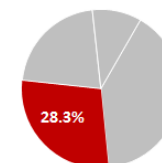
- > In **existing business**, **Net sales** and **EBIT** changed by **+0.9%** and **-8.3%** respectively. **EBIT margin** declined by **-160 bps** (from 17.8% to 16.2%):
 - **Gross profit decreased in value by -3.3% and declined by -210 bps** as % of Net sales (from 49.7% to 47.7%), due to overlapping start up costs in the new US plant (€ 2.8 million, or -90 bps), and unfavourable sales mix by geography and brand driven by higher than average growth in lower margin markets (Brazil and Argentina) and soft shipment performance on SKYY and Wild Turkey in the US (-120 bps)
 - **A&P decreased in value by -3.3% and was accretive on EBIT margin by +60 bps** (from 14.8% to 14.2% of net sales), due to phasing of marketing initiatives into 2H (SKYY relaunch and Wild Turkey innovation)
 - **SG&A increased in value by +1.8%** and was broadly in line with last year as % of net sales (from 17.2% to 17.3%)
- > In **FX**, **Net sales** and **EBIT** declined by **-11.5%** and **-10.5%** respectively
- > In **Perimeter**, **Net sales** and **EBIT** decreased by **-0.9%** and **-1.2%** respectively driven by termination of agency brands, mainly consumer brands in Jamaica and other agency brands in the US



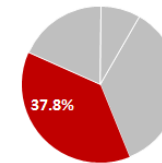
Analysis of EBIT ⁽¹⁾ by region: Italy

	1H 2014		1H 2013		Reported change	1H 2014 at constant perimeter and FX			Organic margin change (bps)
	€ million	% of sales	€ million	% of sales		€ million	% of sales	Organic change	
Net sales	194.0	100.0%	179.3	100.0%	+8.2%	194.9	100.0%	8.7%	
Gross profit	120.2	61.9%	107.1	59.7%	+12.2%	120.4	61.8%	12.5%	+210 bps
A&P	(29.3)	-15.1%	(27.5)	-15.3%	+6.7%	(29.3)	-15.0%	6.7%	+30 bps
SG&A	(43.9)	-22.6%	(43.9)	-24.5%	+0.0%	(43.9)	-22.5%	0.0%	+200 bps
EBIT ⁽¹⁾	47.0	24.2%	35.7	19.9%	+31.6%	47.3	24.3%	32.3%	+430 bps

Italy sales as % of Group sales



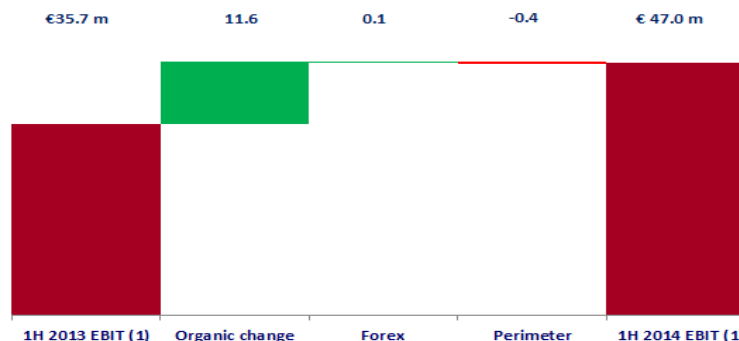
Italy EBIT⁽¹⁾ as % of Group EBIT⁽¹⁾



⁽¹⁾ EBIT before one-off's

+430 bps

	% margin on sales	YoY % change
EBIT change	BPS accretion/(dilution)	
Organic	+430 bps	+32.3%
Perimeter and FX	-	-0.8%
Total	+430 bps	+31.6%



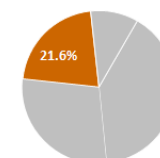
- > In existing business, Net sales and EBIT increased by +8.7% and +32.3% respectively. EBIT margin improved by +430 bps (from 19.9% to 24.3%):
 - Gross profit increased in value by +12.5% and increased by +210 bps as % of net sales (from 59.7% to 61.8%), driven by increased sales volume, positive sales mix and continuous focus on costs containment (fixed production & logistic costs)
 - A&P increased in value by +6.7% and was slightly accretive on EBIT margin by +30 bps (from 15.3% to 15.0% of net sales). High ratio in 1H 2013 was affected by lower top line driven by destocking
 - SG&A stable in absolute terms and was highly accretive on EBIT margin by +200 bps (from 24.5% to 22.5%), as a result of positive sales development and cost containment initiatives
- > In Perimeter, Net sales and EBIT decreased by -0.4% and -1.0% respectively driven by termination of agency brands



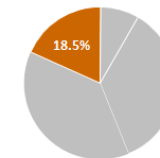
Analysis of EBIT ⁽¹⁾ by region: Europe (excluding Italy)

	1H 2014		1H 2013		Reported change	1H 2014 at constant perimeter and FX			Organic margin change (bps)
	€ million	% of sales	€ million	% of sales		€ million	% of sales	Organic change	
Net sales	148.0	100.0%	143.8	100.0%	+2.9%	147.0	100.0%	2.2%	
Gross profit	76.3	51.6%	74.2	51.5%	+3.0%	76.6	52.1%	3.3%	+60 bps
A&P	(28.1)	-19.0%	(28.8)	-20.0%	-2.3%	(28.7)	-19.5%	-0.2%	+50 bps
SG&A	(25.3)	-17.1%	(23.0)	-16.0%	+9.7%	(25.8)	-17.5%	11.9%	-150 bps
EBIT ⁽¹⁾	23.0	15.5%	22.4	15.6%	+2.8%	22.1	15.1%	-1.1%	-50 bps

Europe sales as % of Group sales



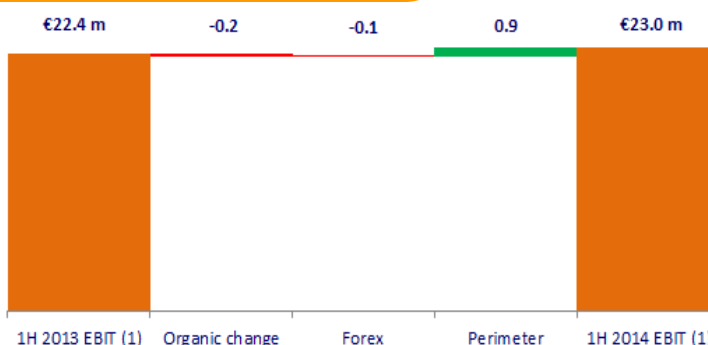
Europe EBIT⁽¹⁾ as % of Group EBIT⁽¹⁾



⁽¹⁾ EBIT before one-off's

0 bps

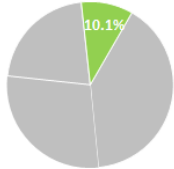
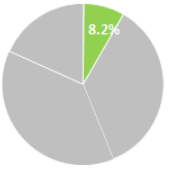
% margin on sales		
	BPS	YoY %
EBIT change	accretion/(dilution)	change
Organic	-50 bps	-1.1%
Perimeter and FX	+50 bps	+3.9%
Total	0 bps	2.8%



- > In **existing business**, Net sales and EBIT changed by +2.2% and -1.1% respectively, EBIT margin declined by -50 bps (from 15.6% to 15.1%):
 - **Gross profit increased in value by +3.3% and increased by +60 bps** as % of net sales (from 51.5% to 52.1%), thanks to positive brand mix, driven by very positive growth of Campari and Aperol in most markets
 - **A&P almost flat in absolute terms (decreased in value by -0.2%) and was accretive on EBIT margin by +50 bps** (from 20.0% to 19.5% of net sales). Higher A&P spend in Spain, UK and France was partially compensated by costs containment in Germany
 - **SG&A increased in value by +11.9%** and was **dilutive on EBIT margin by +150 bps** (from 16.0% to 17.5%), due to the increasing costs from setting up own sales organizations in Spain as well as strengthening the existing organization in Russia
- > In **FX**, Net sales and EBIT decreased by -2.2% and -0.2% respectively
- > In **Perimeter**, Net sales and EBIT increased by +2.9% and +4.1% respectively driven by new agency agreements (William Grant&Sons in Germany and Bulldog gin)



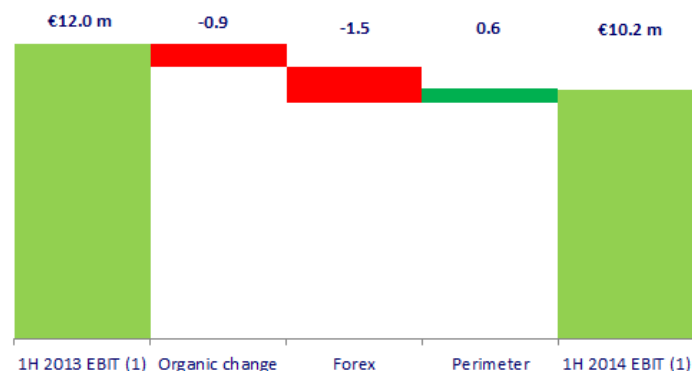
Analysis of EBIT ⁽¹⁾ by region: RoW & GTR

	1H 2014		1H 2013		Reported change	1H 2014 at constant perimeter and FX			Organic margin change (bps)	ROW/GTR sales as % of Group sales	ROW/GTR EBIT ⁽¹⁾ as % of Group EBIT ⁽¹⁾
	€ million	% of sales	€ million	% of sales		€ million	% of sales	Organic change			
Net sales	69.0	100.0%	64.7	100.0%	+6.6%	69.7	100.0%	7.7%			
Gross profit	36.9	53.5%	37.6	58.1%	-1.8%	39.8	57.1%	5.8%	-100 bps		
A&P	(14.1)	-20.5%	(13.2)	-20.4%	+7.3%	(15.1)	-21.7%	14.7%	-130 bps		
SG&A	(12.6)	-18.3%	(12.4)	-19.1%	+1.7%	(13.6)	-19.5%	9.7%	-40 bps		
EBIT ⁽¹⁾	10.2	14.7%	12.0	18.6%	-15.6%	11.1	15.9%	-7.8%	-270 bps		

⁽¹⁾ EBIT before one-off's

-390 bps

	% margin on sales BPS	YoY % change
EBIT change	accretion/(dilution)	
Organic	-270 bps	-7.8%
Perimeter and FX	-120 bps	-7.7%
Total	-390 bps	-15.6%



- > In existing business, Net sales and EBIT changed by +7.7% and -7.8% respectively, EBIT margin declined by -270 bps (from 18.6% to 15.9%):
 - Gross profit increased in value by +5.8% and diluted by -100 bps as % of net sales (from 58.1% to 57.1%), due to unfavourable sales mix
 - A&P increased in value by +14.7% and was dilutive on EBIT margin by -130 bps (from 20.4% to 21.7% of net sales)
 - SG&A increased in value by +9.7% and was dilutive on EBIT margin by -40 bps (from 19.1% to 19.5%), driven by investments in local structures in high potential markets
- > In FX, Net sales and EBIT decreased by -9.8% and -12.5% respectively
- > In Perimeter, Net sales and EBIT increased by +8.6% and +4.8% respectively, mainly due to the newly acquired co-packing business in Australia, driving a dilutive effect on margin of -300 bps at the region level



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1H 2014 Consolidated EBIT

	1H 2014		1H 2013		Reported change	1H 2014 at constant perimeter and FX					
	€ million	% of sales	€ million	% of sales		€ million	% of sales	Organic margin dilution (bps)	Organic growth	Forex impact	Perimeter impact
Net sales	686.1	100.0%	698.6	100.0%	-1.8%	725.1	100.0%		+3.8%	-6.5%	+0.9%
COGS ⁽¹⁾	(320.6)	-46.7%	(325.2)	-46.6%	-1.4%	(338.9)	-46.7%	(20)	+4.2%	-7.2%	+1.6%
Gross profit	365.5	53.3%	373.4	53.4%	-2.1%	386.2	53.3%	(20)	+3.4%	-5.9%	+0.3%
Advertising and promotion	(111.7)	-16.3%	(115.4)	-16.5%	-3.2%	(117.6)	-16.2%	+30	+1.9%	-5.2%	0.1%
Contribution after A&P	253.8	37.0%	258.0	36.9%	-1.6%	268.7	37.1%	+10	+4.1%	-6.1%	+0.4%
SG&A ⁽²⁾	(129.4)	-18.9%	(132.6)	-19.0%	-2.4%	(137.5)	-19.0%	0	+3.7%	-6.4%	+0.3%
EBIT before one-off's	124.4	18.1%	125.4	17.9%	-0.8%	131.2	18.1%	+10	+4.6%	-5.8%	+0.4%
One-off's	(3.2)	-0.5%	(4.9)	-0.7%	-34.9%						
Operating profit = EBIT	121.2	17.7%	120.5	17.3%	0.6%						
Other information:											
Depreciation	(18.8)	-2.7%	(20.2)	-2.9%	-7.0%	(19.4)	-2.7%	+20	-4.0%	-6.4%	+3.4%
EBITDA before one-off's	143.2	20.9%	145.6	20.8%	-1.6%	150.6	20.8%	-10	+3.4%	-5.9%	+0.8%
EBITDA	140.0	20.4%	140.7	20.1%	-0.5%						



1H 2014 Consolidated P&L - Gross Profit

	1H 2014		1H 2013		Reported change	1H 2014 at constant perimeter and FX					
	€ million	% of sales	€ million	% of sales		€ million	% of sales	Organic margin dilution (bps)	Organic growth	Forex impact	Perimeter impact
Net sales	686.1	100.0%	698.6	100.0%	-1.8%	725.1	100.0%		+3.8%	-6.5%	+0.9%
COGS ⁽¹⁾	(320.6)	-46.7%	(325.2)	-46.6%	-1.4%	(338.9)	-46.7%	(20)	+4.2%	-7.2%	+1.6%
Gross profit	365.5	53.3%	373.4	53.4%	-2.1%	386.2	53.3%	(20)	+3.4%	-5.9%	+0.3%

⁽¹⁾ COGS = cost of materials, production and logistics expenses

- > **Gross profit overall down by -2.1%** due to an organic change of +3.4%, forex impact of -5.9% and perimeter effect of +0.3%
- > **Gross profit declined by -20 bps to 53.3% on sales in 1H 2014 (vs. 53.4% in 1H 2013)**
 - **Existing business:** dilution of **-20 bps** (from 53.4% to 53.3%) in 1H 2014
 - positive sales mix mainly driven by aperitifs (accretion of +20 bps)
 - temporary overlapping start up costs in the new US plant (€ 2.8 million, or dilution of -40 bps)
 - **Perimeter and FX effects: overall effect neutral** in 1H 2014



1H 2014 Consolidated P&L - Contribution after A&P

	1H 2014		1H 2013		Reported change	1H 2014 at constant perimeter and FX					
	€ million	% of sales	€ million	% of sales		€ million	% of sales	Organic margin dilution (bps)	Organic growth	Forex impact	Perimeter impact
Gross profit	365.5	53.3%	373.4	53.4%	-2.1%	386.2	53.3%	(20)	+3.4%	-5.9%	+0.3%
Advertising and promotion	(111.7)	-16.3%	(115.4)	-16.5%	-3.2%	(117.6)	-16.2%	+30	+1.9%	-5.2%	0.1%
Contribution after A&P	253.8	37.0%	258.0	36.9%	-1.6%	268.7	37.1%	+10	+4.1%	-6.1%	+0.4%

- > **Contribution after A&P down by -1.6%** vs. 1H 2013 due to an **organic growth of +4.1%**, forex impact of -6.1% and a perimeter effect of +0.4%
- > **A&P at 16.3% of net sales in 1H 2014**, (vs. 16.5% on sales in 1H 2013)
 - accretion by +30 bps at organic level, driven by phasing of A&P spend into 2H on SKYY relaunch and Wild Turkey innovation in the US



1H 2014 Consolidated P&L - EBIT and EBITDA

	1H 2014		1H 2013		Reported change	1H 2014 at constant perimeter and FX				Forex impact	Perimeter impact
	€ million	% of sales	€ million	% of sales		€ million	% of sales	Organic margin dilution (bps)	Organic growth		
Contribution after A&P	253.8	37.0%	258.0	36.9%	-1.6%	268.7	37.1%	+10	+4.1%	-6.1%	+0.4%
SG&A ⁽²⁾	(129.4)	-18.9%	(132.6)	-19.0%	-2.4%	(137.5)	-19.0%	0	+3.7%	-6.4%	+0.3%
EBIT before one-off's	124.4	18.1%	125.4	17.9%	-0.8%	131.2	18.1%	+10	+4.6%	-5.8%	+0.4%
One-off's	(3.2)	-0.5%	(4.9)	-0.7%	-34.9%						
Operating profit = EBIT	121.2	17.7%	120.5	17.3%	0.6%						
Other information:											
Depreciation	(18.8)	-2.7%	(20.2)	-2.9%	-7.0%	(19.4)	-2.7%	+20	-4.0%	-6.4%	+3.4%
EBITDA before one-off's	143.2	20.9%	145.6	20.8%	-1.6%	150.6	20.8%	-10	+3.4%	-5.9%	+0.8%
EBITDA	140.0	20.4%	140.7	20.1%	-0.5%						

⁽¹⁾ SG&A = selling expenses + general and administrative expenses

- > **SG&A overall decreased in value by -2.4%**, driven by an organic growth of +3.7%, a positive forex impact of -6.4%, and perimeter effect of +0.3%. **Overall decrease as % of net sales was -10 bps** (from 19.0% to 18.9%) in 1H 2014
- > **EBIT pre one-off's was € 124.4 million**, down -0.8%, of which +4.6% organic change and +0.4% perimeter effect, more than offset by -5.8% forex impact
 - Overall accretion was +20 bps on sales (from 17.9% in 1H 2013 to 18.1% in 1H 2014), of which half from existing business and half from forex and perimeter
- > **Depreciation was € 18.8 million in 1H 2014**, down by € (1.4) million
- > **EBITDA pre one-off's was € 143.2 million**, +3.4% organic change, -5.9% forex impact and +0.8% perimeter
- > **One-off's of € 3.2 million**, of which **€ 1.5 million related to the legal and consulting fees for Forty Creek Distillery Ltd. and Gruppo Averna acquisitions**, € 1.7 million primarily related to restructuring costs
- > **EBIT was € 121.2 million (+0.6%) and EBITDA was € 140.0 million (-0.5%)**



1H 2014 Consolidated P&L - Pretax profit

	1H 2014 € million	% of sales	1H 2013 € million	% of sales	Reported change
Operating profit = EBIT	121.2	17.7%	120.5	17.3%	+0.6%
Net financing costs	(29.2)	-4.3%	(28.3)	-4.0%	+3.2%
One-off financial costs	(0.7)	-0.1%	(0.1)	0.0%	-
Pretax profit	91.3	13.3%	92.2	13.2%	-0.9%

- > **Net financing costs were € 29.2 million in 1H 2014**, up by € 0.9 million from 1H 2013:
 - average net debt position is € 927.8 million in 1H 2014 (vs. € 909.4 million in 1H 2013), reflecting the effects of the two acquisitions (Forty Creek Distillery Ltd. and Gruppo Averna), paid in June 2014
 - average cost of debt, excluding non-recurring exchange rate differences, is 6.3% in 1H 2014, reflecting the negative carry in connection with the available cash held for the acquisitions payment
- > **Pretax profit was € 91.3 million in 1H 2014**, down by -0.9%



1H 2014 Consolidated P&L - Group net profit

	1H 2014 € million	% of sales	1H 2013 € million	% of sales	Reported change
Pretax profit	91.3	13.3%	92.2	13.2%	-0.9%
Taxes	(33.7)	-4.9%	(34.3)	-4.9%	-1.8%
Net profit	57.6	8.4%	57.9	8.3%	-0.4%
Minority interests	(0.3)	0.0%	(0.3)	0.0%	4.6%
Group net profit	57.3	8.4%	57.6	8.2%	-0.5%

- > **Taxes** reduced by € 0.6 million to **€ 33.7 million** (including goodwill deferred taxes of € 11.0 million)
- > Effective tax rate (including goodwill deferred taxes) was 36.9% in 1H 2014 (vs. 37.2% in 1H 2013)
- > Cash tax rate was 24.9% in 1H 2014 (vs. 25.3% in 1H 2013)
- > **Group net profit at € 57.3 million**, down by -0.5%, or 8.4% of Net sales (vs. 8.2% in 1H 2013)



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Operating Working Capital

€ million	30 June	% of LTM	31 December	% of LTM	change	of which			30 June	% of LTM	change
	2014	sales ⁽¹⁾	2013	sales ⁽¹⁾		organic change	FX effects	Perimeter	2013	sales	
Receivables	312.9	20.7%	288.5	18.9%	24.3	1.3	(0.5)	23.5	282.6	19.9%	30.2
Inventories	498.1	32.9%	447.1	29.3%	50.9	27.8	0.9	22.2	465.9	32.8%	32.2
Payables	(193.4)	-12.8%	(198.1)	-13.0%	4.7	19.7	0.6	(15.5)	(199.3)	-14.0%	6.0
Operating Working Capital	617.5		537.5		80.0	48.8	0.9	30.2	549.2		68.3
<i>OWC / LTM Net sales (%) ⁽¹⁾, as reported</i>	40.9%		35.3%						38.6%		
<i>OWC / LTM Net sales excluding perimeter effect</i>	38.7%										

⁽¹⁾ Net sales in the Last Twelve Months ('LTM') to period end

- > **OWC at € 617.5 million as of 30 June 2014** (vs. € 537.5 million as of 31 December 2013), showing an **overall increase of € 80.0 million**, of which
 - **organic change of € 48.8 million**
 - receivables were in line with 2013 year end, with minor increase of € 1.3 million
 - increase in inventory of € 27.8 million, partially due to the build up of safety stock in connection with start up of US plant and new distribution agreements in Germany
 - reduction in payables of € 19.7 million, due to seasonality effects
 - **perimeter change of € 30.2 million**, of which € 32.3 million from acquisitions of Forty Creek Distillery Ltd. and Gruppo Averna and the balance due to the disposal of Odessa Sparkling Wine Company in April 2014
 - **forex impact of € 0.9 million**
- > **Overall increase of € 68.3 million** (vs. € 549.2 million as of 30 June 2013)
- > **OWC as % of LTM was 40.9% as of 30 June 2014**, or 38.7% excluding perimeter effect (vs. 38.6% as of 30 June 2013 and 35.3% as of 31 December 2013)



Consolidated cash flow

€ million	Notes	30 June 2014	30 June 2013	Change
EBITDA		140.0	140.7	(0.7)
Other changes in non-cash items and in tax and other non-financial net receivables		7.7	(0.8)	8.6
Income taxes paid	(1)	(21.6)	(40.6)	18.9
Cash flow from operating activities before changes in OWC		126.1	99.3	26.8
Net change in OWC (at constant FX and perimeter)	(2)	(48.8)	(27.0)	(21.8)
Cash flow from operating activities		77.3	72.3	5.0
Net interest paid		(10.7)	(10.3)	(0.4)
Capex	(3)	(13.7)	(36.0)	22.3
Free cash flow		52.9	26.0	26.9

Notes:

- 1) Lower taxes paid mainly due to phasing of advanced / settlement payments of income tax in 1H 2014 vs 1H 2013
- 2) See slide 36 for detailed analysis of OWC. FX impact of € (0.9) million is included in 'Exchange rate differences and other movements'. Perimeter effect of € (32.3) million related to the Forty Creek Distillery Ltd. and Gruppo Averna acquisitions is included in the acquisition price
- 3) Capex of € (13.7) million, mainly related to maintenance, decrease by € (22.3) million compared with previous year. In 1H 2013, completion of major bottling investments. Expected extraordinary projects in 2014 are skewed into 2H



Consolidated cash flow (cont'd)

€ million	Notes	30 June 2014	30 June 2013	Change
Acquisitions	(4)	(241.5)	(14.1)	(227.4)
Dividend paid by the Parent Company		(46.1)	(39.8)	(6.2)
Other changes	(5)	1.5	(42.0)	43.5
Cash flow from other activities		(286.1)	(96.0)	(190.2)
Exchange rate differences and other movements	(6)	(13.0)	(7.5)	(5.5)
Change in payable for the exercise of put options and payment of earn out		(0.1)	2.9	(3.0)
Cash flow from other activities and other cash flow changes		(299.2)	(100.6)	(198.6)
Change in net financial position		(246.4)	(74.6)	(171.8)
Net financial position at 1-Jan		(852.8)	(869.7)	16.9
Net financial position at 30-Jun		(1,099.1)	(944.3)	(154.8)

Notes:

- 4) Includes acquisitions of Forty Creek Distillery Ltd. and Gruppo Averna (see below table with details) and acquisition of distribution rights in Spain for € 4.3 million
- 5) Net sale/(purchase) of own shares for stock option plans
- 6) Includes a negative FX impact € (0.9) million on OWC, a negative FX impact of € (3.3) million on Shareholders' equity and other non-cash items of € (8.8) million, primarily related to accrual for future interest payment on outstanding long-term financial debt

Consideration breakdown of Forty Creek Distillery Ltd. and Gruppo Averna acquisitions

(€ million)	Forty Creek Distillery Ltd.	Gruppo Averna	Total
Price paid at closing	119.9	98.0	217.9
Net debt of acquired companies	13.7	5.7	19.4
Overall acquisitions consideration ⁽⁷⁾	133.7	103.7	237.3

⁽⁷⁾ Includes the operating working capital of the acquired businesses for a total amount of € 32.3 million (See slide 36 for OWC analysis)



Consolidated cash flow (cont'd)

- > **Increase/(Decrease) in Free Cash Flow from operating activities of € 26.9 million**
(from € 26 million in 1H 2013 to € 52.9 million in 1H 2014)
 - decrease in EBITDA of € (0.7) million
 - + positive impact from other changes of € 8.6 million
 - + lower tax paid of € 18.9 million
 - higher YoY increase in OWC change of € (21.8) million
 - increase in Net interest paid of € (0.4) million
 - + lower Capex of € 22.3 million

- > **Increase/(Decrease) in cash flow from Other Activities and other cash flow changes of € (198.6) million**
(from € (100.6) million in 1H 2013 to € (299.2) million in 1H 2014)
 - increase in Acquisitions for € (227.4) million (acquisition of Forty Creek Distillery Ltd. and Gruppo Averna)
 - higher dividends paid for € (6.2) million due to increasing dividend per share
 - + positive variance in Other changes of € 43.5 million (purchase of own shares in 2013)
 - negative FX differences for € (5.5) million
 - negative variance in change in estimated debt for the exercise of put options and earn out's by € (3.0) million

- > **(Increase)/Decrease in Net debt by € (171.8) million in 1H 2014**

- > **Net financial debt of € 1099.1 million as of 30 June 2014** (from € 944.3 million as of 30 June 2013)



Net financial debt

€ million	30 June 2014	31 December 2013
Short-term cash/(debt)	66.8	311.9
Medium to long-term cash/(debt)	(1,161.1)	(1,159.9)
Liabilities for put option and earn-out payments ⁽¹⁾	(4.8)	(4.8)
Net cash/(debt)	(1,099.1)	(852.8)

- > **Net financial debt as of 30 June 2014 was € 1099.1 million**, up by € 246.4 million from 31 December 2013
 - decrease in short term cash of € (245.2) million, mainly driven by a total investment of € 237.3 million ⁽²⁾ in the acquisitions of Forty Creek Distillery Ltd. and Gruppo Aversa, the repayment of the first tranche of 2009 US private placement of USD 40 million, and the dividend payment of € 46.1 million
- > **€ 230 million of committed credit facilities**
- > **Net debt to EBITDA pro-forma ratio is 3.1 times as of 30 June 2014** ⁽³⁾

Note:

⁽¹⁾ Estimated debt for the future acquisition of minority stock in LdM and earn out's relating to Sagatiba

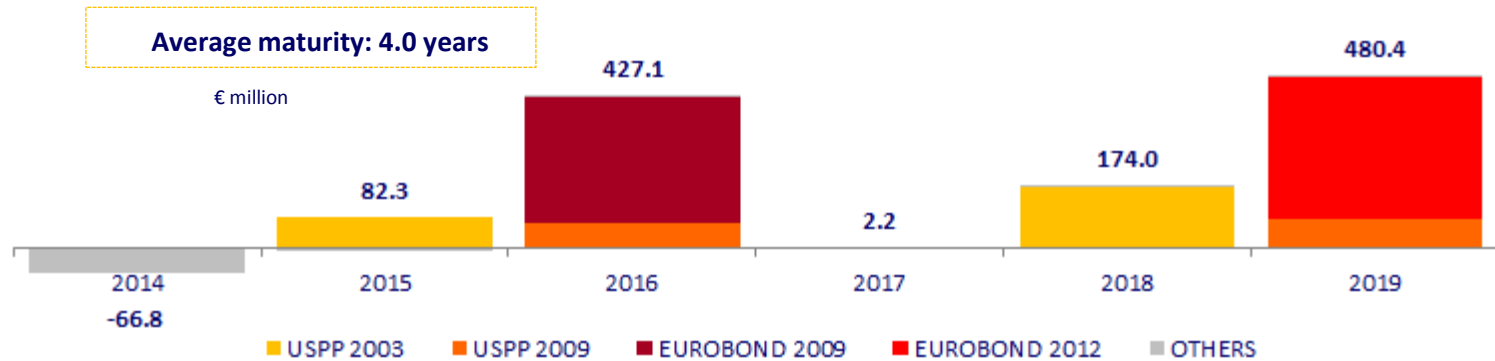
⁽²⁾ The acquisitions consideration of € 237.3 million includes € 7.5 million tax liabilities which is not included in the net financial debt

⁽³⁾ Net debt includes the effects of the acquisitions of Forty Creek Distillery Ltd. and Gruppo Aversa and EBITDA considers the pro-forma full year P&L effect of the two acquisitions

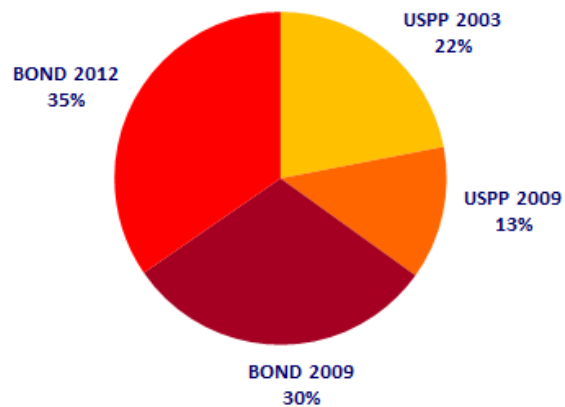


Net financial debt (cont'd)

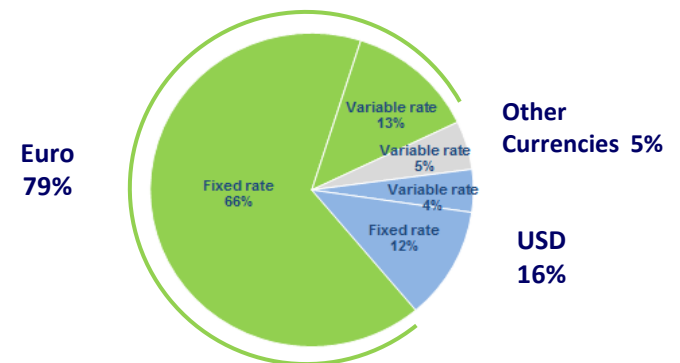
Debt maturity profile as of 30 June 2014



Analysis of gross debt by class and issue date



Analysis of gross debt by currency and interest rates



Results highlights

Sales results

- by region
- by brand

Operating results by region

Consolidated P&L

Cash flow and Net debt analysis

New developments

Conclusion and Outlook



Key marketing initiatives - Aperitifs

CAMPARI

ACTIVATION



Barrel Negroni in the US

APEROL

COMMUNICATION



Aperol Spritz billboards campaign in Paris

CRODINO

COMMUNICATION



Crodino new campaign in Italy by Hollywood celebrity Owen Wilson

ACTIVATION



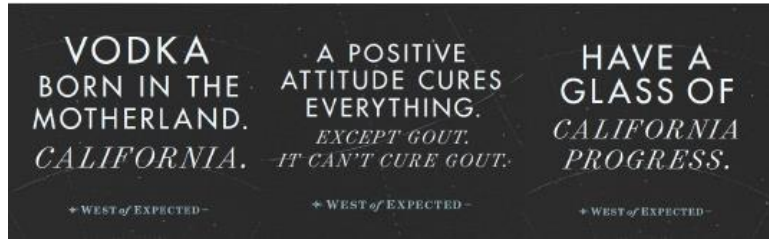
Aperol Spritz 2014 summer Aperitif with Everybody's Welcome Van in Italy



Key marketing initiatives - White Spirits

SKYY VODKA

COMMUNICATION



SKYY "West of Expected" campaign in the US



SKYY new packaging roll out

ACTIVATION



The first exclusive Brazilian limited edition SKYY bottle



SKYY sponsors the first Italian talent show dedicated to DJs



Key marketing initiatives - Brown Spirits

WILD TURKEY

COMMUNICATION



"#Nevertamed" TV campaign in the US



Rare RTD activation (TVC) in Australia

ACTIVATION



Wild Turkey Diamond anniversary limited edition celebrating Jimmy Russell's 6 decades with Kentucky distillery



Bottle Your Own Barrel Program in Australia



A new look of Rare Breed

GLENGRANT

ACTIVATION



GlenGrant 50 YO prestige limited edition



Results highlights

Sales results

- by region
- by brand

Operating results by region

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Conclusion and outlook

- > Positive full first half 2014 results:
 - **by brand, Aperitifs business** (Campari, Aperol and the key local single-serve brands) **grew well**, **Cinzano and Appleton franchises recovered ground**, **SKYY and Wild Turkey shipments were soft due to temporary phasing issues** in the US market
 - **by geography, Italy and Latin America performed strongly**. **Russia, Jamaica and Australia achieved strong recovery** in the second quarter, partly offsetting **weak shipments in other key markets**
 - > The above weak shipments were also partially driven by **phasing issues caused by production and route to market start-ups**. The positive effect of the **sales mix improvement achieved in the first half was more than offset by these start-ups' overlapping costs**
- 
- > Whilst these **headwinds are likely to have a lag effect on the full year results**, we are confident that the **overall positive organic sales trend will consolidate in the second half** thanks to the **normalisation of shipment trends across key markets**
 - > Looking forward, we expect to **continue improving the momentum of our key brand market combinations** thanks to our **strengthened route to market** as well as **impactful marketing initiatives, including restylings, innovation and premiumisation**



Supplementary schedules

- Annex - 1 Net sales analysis by region and key market
- Annex - 2 1H 2014 consolidated income statement
- Annex - 3 Consolidated balance sheet at 30 June 2014 - Invested capital and financing sources
- Annex - 4 Consolidated balance sheet at 30 June 2014 - Asset and liabilities
- Annex - 5 1H 2014 consolidated cash flow
- Annex - 6 Exchange rates effects



Net sales analysis by region and key market

Consolidated Net sales by region

	1H 2014		1H 2013		Change %	of which:		
	€ m	%	€ m	%		organic	forex	perimeter
Americas	275.1	40.1%	310.7	44.4%	-11.5%	0.9%	-11.5%	-0.9%
Italy	194.0	28.3%	179.3	25.7%	8.2%	8.7%	0.0%	-0.4%
Rest of Europe	148.0	21.6%	143.8	20.6%	2.9%	2.2%	-2.2%	2.9%
RoW & GTR	69.0	10.1%	64.7	9.3%	6.6%	7.7%	-9.8%	8.6%
Total	686.1	100.0%	698.6	100.0%	-1.8%	3.8%	-6.5%	0.9%

Region breakdown by key market

Americas by market

	1H 2014		1H 2013		Change %	of which:		
	€ m	%	€ m	%		organic	forex	perimeter
USA	136.6	19.9%	148.0	21.2%	-7.7%	-3.6%	-4.0%	-0.1%
Jamaica	59.1	8.6%	78.8	11.3%	-25.0%	-8.0%	-12.8%	-4.2%
Brazil	32.9	4.8%	33.8	4.8%	-2.8%	14.8%	-17.6%	0.0%
Argentina	16.7	2.4%	19.2	2.7%	-12.9%	39.1%	-51.9%	0.0%
Canada	12.2	1.8%	14.8	2.1%	-17.3%	-7.5%	-9.8%	0.0%
Other countries	17.5	2.6%	16.1	2.3%	8.9%	19.1%	-15.1%	4.9%
Total Americas	275.1	40.1%	310.7	44.5%	-11.5%	0.9%	-11.5%	-0.9%



Net sales analysis by region and key market (cont'd)

Rest of Europe by market

	1H 2014		1H 2013		Change %	of which:		
	€ m	%	€ m	%		organic	forex	perimeter
Germany	67.9	9.9%	66.1	9.5%	2.7%	-6.0%	-0.1%	8.8%
Russia	16.2	2.4%	21.4	3.1%	-24.4%	0.3%	-13.4%	-11.2%
Other countries	63.9	9.3%	56.4	8.1%	13.4%	12.6%	-0.4%	1.3%
Total Rest of Europe	148.0	21.6%	143.8	20.6%	2.9%	2.2%	-2.2%	2.9%

RoW & GTR by market

	1H 2014		1H 2013		Change %	of which:		
	€ m	%	€ m	%		organic	forex	perimeter
Australia	30.9	4.5%	28.9	4.1%	6.9%	2.4%	-13.8%	18.3%
Other countries	38.1	5.5%	35.8	5.1%	6.3%	12.0%	-6.5%	0.8%
Total RoW & GTR	69.0	10.1%	64.7	9.3%	6.6%	7.7%	-9.8%	8.6%



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1H 2014 Consolidated income statement

	1H 2014		1H 2013		Change
	€ m	%	€ m	%	%
Net sales ⁽¹⁾	686.1	100.0%	698.6	100.0%	-1.8%
COGS ⁽²⁾	(320.6)	-46.7%	(325.2)	-46.6%	-1.4%
Gross profit	365.5	53.3%	373.4	53.4%	-2.1%
Advertising and promotion	(111.7)	-16.3%	(115.4)	-16.5%	-3.2%
Contribution after A&P	253.8	37.0%	258.0	36.9%	-1.6%
SG&A ⁽³⁾	(129.4)	-18.9%	(132.6)	-19.0%	-2.4%
EBIT before one-off's	124.4	18.1%	125.4	17.9%	-0.8%
One-off's	(3.2)	-0.5%	(4.9)	-0.7%	-34.9%
Operating profit = EBIT	121.2	17.7%	120.5	17.3%	0.6%
Net financing costs	(29.2)	-4.3%	(28.3)	-4.0%	3.2%
One-off financial costs	(0.7)	-0.1%	(0.1)	0.0%	-
Pretax profit	91.3	13.3%	92.2	13.2%	-0.9%
Taxes	(33.7)	-4.9%	(34.3)	-4.9%	-1.8%
Net profit	57.6	8.4%	57.9	8.3%	-0.4%
Minority interests	(0.3)	0.0%	(0.3)	0.0%	4.6%
Group net profit	57.3	8.4%	57.6	8.2%	-0.5%
<i>Other information:</i>					
Depreciation	(18.8)	-2.7%	(20.2)	-2.9%	-7.0%
EBITDA before one-off's	143.2	20.9%	145.6	20.8%	-1.6%
EBITDA	140.0	20.4%	140.7	20.1%	-0.5%

⁽¹⁾ Net of discounts and excise duties

⁽²⁾ Cost of materials + production costs + logistic costs

⁽³⁾ Selling, general and administrative costs



Consolidated balance sheet

Invested capital and financing sources

€ million	30 June 2014	31 December 2013	Change
Inventories	498.1	447.1	50.9
Trade receivables	312.9	288.5	24.3
Payables to suppliers	(193.4)	(198.1)	4.7
Operating working capital	617.5	537.5	80.0
Tax credits	19.1	25.1	(6.0)
Other receivables and current assets	27.7	21.2	6.6
Other current assets	46.9	46.3	0.6
Payables for taxes	(70.7)	(57.4)	(13.3)
Other current liabilities	(64.1)	(62.9)	(1.2)
Other current liabilities	(134.8)	(120.2)	(14.6)
Staff severance fund and other personnel-related funds	(9.0)	(8.6)	(0.4)
Deferred tax liabilities	(238.1)	(204.7)	(33.4)
Deferred tax assets	15.8	12.4	3.4
Other non-current assets	23.5	23.9	(0.4)
Other non-current liabilities	(36.3)	(36.3)	0.0
Other net non-current assets / liabilities	(244.0)	(213.4)	(30.6)
Net tangible fixed assets	435.1	414.3	20.8
Intangible assets, including goodwill & trademarks	1,790.1	1,582.4	207.7
Non-current assets intended for sale	1.0	1.0	0.0
Equity investments	0.9	0.9	(0.0)
Total fixed assets	2,227.1	1,998.7	228.5
Invested capital	2,512.7	2,248.9	263.8
Shareholders' equity	1,408.5	1,391.6	16.9
Minority interests	5.1	4.5	0.6
Net financial position	1,099.1	852.8	246.4
Financing sources	2,512.7	2,248.9	263.8

Consolidated balance sheet (1 of 2)

Assets

(€ million)	30 June 2014	31 December 2013	Change
ASSETS			
Non-current assets			
Net tangible fixed assets	416.4	396.6	19.8
Biological assets	17.2	17.3	(0.1)
Investment property	1.5	0.5	1.0
Goodwill and trademarks	1,762.6	1,556.4	206.2
Intangible assets with a finite life	27.5	26.0	1.6
Investment in affiliated companies and joint	0.9	0.9	(0.0)
Deferred tax assets	15.8	12.4	3.4
Other non-current assets	48.5	33.7	14.8
Total non-current assets	2,290.4	2,043.7	246.7
Current assets			
Inventories	496.3	442.6	53.6
Current biological assets	1.8	4.5	(2.7)
Trade receivables	312.9	288.5	24.3
Short-term financial receivables	11.3	31.5	(20.2)
Cash and cash equivalents	272.8	444.2	(171.4)
Income tax receivables	9.3	17.0	(7.7)
Other receivables	37.6	29.4	8.2
Total current assets	1,141.9	1,257.8	(115.8)
Non-current assets held for sale	1.0	1.0	(0.0)
Total assets	3,433.4	3,302.5	130.9



Consolidated balance sheet (2 of 2)

Liabilities

(€ million)	30 June 2014	31 December 2013	Change
Shareholders' equity			
- Share capital	58.1	58.1	0.0
- Reserves	1,350.4	1,333.6	16.9
Group's shareholders' equity	1,408.5	1,391.6	16.9
Minority interests	5.1	4.5	0.6
Total shareholders' equity	1,413.6	1,396.1	17.5
LIABILITIES			
Non-current liabilities			
Bonds	1,129.3	1,127.0	2.3
Other non-current financial liabilities	63.4	48.7	14.7
Defined benefit obligations	9.0	8.6	0.4
Provisions for risks and future liabilities	31.5	32.4	(0.9)
Deferred tax	238.1	204.7	33.4
Total non-current liabilities	1,471.2	1,421.4	49.9
Current liabilities			
Short term debt banks	175.6	122.3	53.4
Other financial liabilities	44.8	44.4	0.3
Payables to suppliers	193.4	198.1	(4.7)
Income tax payables	13.1	7.2	5.9
Other current liabilities	121.7	113.1	8.6
Total current liabilities	548.6	485.0	63.5
Total liabilities and stockholders' equity	3,433.4	3,302.5	130.9



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Consolidated cash flow (1 of 2)

€ million	30 June 2014	30 June 2013
<i>Cash flow generated by operating activities</i>		
EBIT	121.2	120.5
Non-cash items		
Depreciation	18.8	20.2
Gains on sale of fixed assets	(0.5)	(4.9)
Write-off of tangible fixed assets	0.4	0.6
Funds provisions	0.4	8.8
Use of funds	(1.2)	(0.7)
Other non cash items	4.5	3.7
Net change in Operating Working Capital	(48.8)	(27.0)
Changes in tax payables and receivables and other non financial	4.1	(8.4)
Taxes on income paid	(21.6)	(40.6)
	77.3	72.3
<i>Net cash flow generated (used) by investing activities</i>		
Acquisition of tangible and intangible fixed assets	(18.4)	(37.8)
Capital grants received on fixed assets investments	0.2	(0.0)
Capitalized borrowing costs	0.0	(1.0)
Income from disposals of tangible fixed assets	4.1	2.9
Payments on account for new headquarters	0.4	(0.1)
Purchase of companies or holdings in subsidiaries	(217.9)	(15.6)
Purchase of trademarks and distribution rights	(4.0)	1.5
Payment of put option and earn out	(0.2)	(2.5)
Interests received	2.5	3.0
Change in marketable securities	20.0	35.0
Dividends received	0.2	0.0
Other changes	0.3	0.2
	(180.6)	(14.5)



Consolidated cash flow (2 of 2)

€ million	30 June 2014	30 June 2013
<i>Cash flow generated (used) by financing activities</i>		
Repayment of private placement Campari America	(29.3)	-
Repayment of other medium-/long -term financing	(0.2)	(0.3)
Net change in short-term bank debt	30.0	(14.4)
Interests paid	(13.2)	(13.3)
Change in other financial payables and receivables	(10.5)	(14.1)
Own shares purchase and sale	1.3	(42.1)
Dividend paid by Group	(46.1)	(39.8)
	(68.3)	(124.1)
Exchange rate effects and other equity movements		
Exchange rate effects on Operating Working Capital	(0.9)	16.3
Other exchange rate differences and changes in shareholders' equity	1.0	(5.6)
	0.1	10.7
<i>Net increase (decrease) in cash and banks</i>	(171.4)	(55.6)
Net cash position at the beginning of period	444.2	442.5
Net cash position at the end of period	272.8	386.9



Exchange rates effects

Average exchange rate	1 January - 30 June 2014	1 January - 30 June 2013	% change 1H 2014 vs 1H 2013
US dollar : 1 Euro	1.370	1.313	-4.2%
Brazilian Real : 1 Euro	3.150	2.669	-15.3%
Australian Dollar : 1 Euro	1.499	1.296	-13.5%
Russian Ruble : 1 Euro	48.020	40.763	-15.1%
Argentine Peso : 1 Euro	10.747	6.732	-37.4%
Pound Sterling : 1 Euro	0.821	0.851	3.6%
Swiss Franc : 1 Euro	1.221	1.230	0.7%
Mexican Peso : 1 Euro	17.978	16.502	-8.2%
Chinese Yuan : 1 Euro	8.451	8.129	-3.8%
Jamaican Dollar : 1 Euro	149.454	127.711	-14.5%

Period end exchange rate	30 June 2014	30 June 2013	% change 30 June 2014 vs 30 June 2013
US dollar : 1 Euro	1.366	1.308	-4.2%
Brazilian Real : 1 Euro	3.000	2.890	-3.7%
Australian Dollar : 1 Euro	1.454	1.417	-2.5%
Russian Ruble : 1 Euro	46.378	42.845	-7.6%
Argentine Peso : 1 Euro	11.107	7.040	-36.6%
Pound Sterling : 1 Euro	0.802	0.857	6.9%
Swiss Franc : 1 Euro	1.216	1.234	1.5%
Mexican Peso : 1 Euro	17.712	17.041	-3.8%
Chinese Yuan : 1 Euro	8.472	8.028	-5.2%
Jamaican Dollar : 1 Euro	152.755	132.146	-13.5%

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