CAMPARI GROUP

2019 Full Year Results

Investor Presentation

18 February 2020

TOASTING LIFE TOGETHER

Table of contents

Results for full year ended 31 December 2019

Consistent solid performance across all key underlying indicators

Key figures	FY 2019 [1] € million	FY 2019 [1] % on sales	Change vs. FY 2018 Reported	Change vs. FY 2018 *Organic*	Change vs. FY 2018 *FX*	Change vs. FY 2018 *Perimeter* [2]
Net sales	**1,842.5**	*100.0%*	**+7.6%**	**+5.9%**	***+2.1%***	***-0.4%***
of which: Global priorities				*+7.3%*		
Regional priorities				*+4.3%*		
Gross profit	**1,121.2**	*60.9%*	**+9.1%**	**+7.0%**	**+2.2%**	**-0.1%**
margin accretion (bps) [3]			+80bps	*+60bps*	*0bps*	*+20bps*
EBIT adjusted [4]	**408.0**	*22.1%*	**+7.7%**	**+6.7%**	***+1.7%***	***-0.7%***
margin accretion (bps) [3]			0bps	*+20bps*	*-10bps*	*-10bps*
EBITDA adjusted [4]	**479.8**	*26.0%*	**+10.9%**	**+9.6%**	***+1.7%***	***-0.4%***
margin accretion (bps) [3]			+80bps	*+90bps*	*-10bps*	*0bps*
Group net profit adjusted [5]	**267.4**		**+7.3%**			
Adjusted basic EPS (€)	**0.23**					
Recurring free cash flow	**267.3**					
Net Debt at period end [1]	**777.4**					
Dividend per share (€)	**0.055**					

(1) Application of IFRS 16-'Leases' (effective 1 January 2019)
(2) Effect of termination of agency brands contracts, net of acquisitions
(3) Basis points rounded to the nearest ten
(4) EBIT and EBITDA before negative operating adjustments of €(21.7) million in FY 2019, mainly attributable to restructuring operations (positive operating adjustments of €1.9 million in FY 2018)
(5) Group net profit before overall net positive adjustments of €41.0 million in FY 2019 (overall net positive adjustments of €47.0 million in FY 2018)

Key highlights

Sustained positive topline, fueling investments back into the business for future growth

> **Net Sales**

- **Positive organic growth in FY 2019** (**+5.9%**), despite **selective destocking** in **Japan** and **South Africa** ahead of changes in route-to-market
- **Consistent outperformance** of **key high-margin brands** in **core developed markets**
  - **By brand: Global Priorities** outperformed (**+7.3% in FY 2019**)**,** mainly driven by **Aperol** and **Campari. Regional Priorities up +4.3%** thanks to **Espolòn,** while **Local Priorities** were **up +1.8%,** thanks to the single-serve aperitifs (**Crodino** and **Campari Soda**) and Wild Turkey read-to-drink
  - **By geography: good performance in high-margin markets,** driven mainly by the US, Italy and the rest of Europe. Recovery in South America and Russia, although in a highly volatile environment
- **Reported change of +7.6%,** reflecting a **negative perimeter effect of -0.4% or €**(**6.9**) **million,** mainly due to agency brands discontinuation, and a **positive FX effect of +2.1% or €36.1 million,** driven by the strengthened US Dollar vs. Euro

> **EBIT**

- **EBIT adjusted**
  - **Organic growth of +6.7%, slightly ahead of organic sales growth** (**+20 bps margin accretion**)**, driven by organic gross margin expansion of +60 bps** in FY 2019 thanks to the positive sales mix despite the agave headwinds and after reinvestments back into the business (A&P and SG&A -40 bps dilutive)
  - In Q4, organic gross margin was slightly accretive (+10 bps), largely hindered by a tough comparable base vs Q4 2018 (+230 bps). Combined with the phasing effect of A&P, organic EBIT margin was dilutive by -90 bps
  - **On a reported basis change of +7.7%,** taking into account the **negative perimeter of -0.7% or €**(**2.6**) **million** and **positive FX of +1.7% or €6.5 million**

> **Net profit**

- **Group net profit adjusted** to €267.4 million [(1)], **up +7.3%**
- **Group net profit reported** to €308.4 million, **up +4.1%**

> **Free cash flow**

- **Free cash flow at €258.5 million**, of which **recurring free cash flow of €267.3 million**

> **Net debt**

- **Net financial debt at €777.4 million** [(2)] as of 31 December 2019 vs. €846.3 million as of 31 December 2018, **down €68.9 million**, driven by positive cash flow, net of acquisitions and real estate disposal as well as the incremental debt generated by the adoption of IFRS16-'Leases'
- **Net debt to EBITDA adjusted ratio at 1.6 times as of 31 December 2019** (down from 2.0 times [(3)] as of 31 December 2018)

Other resolutions

> **Dividend**

- **Increase in proposed full year dividend to €0.055 per share, up +10.0% vs. last year**

> **Share buy-back**

- **Continuation of share buy-back program** to be implemented up **to an amount of €350 million** in the **next 12 months**

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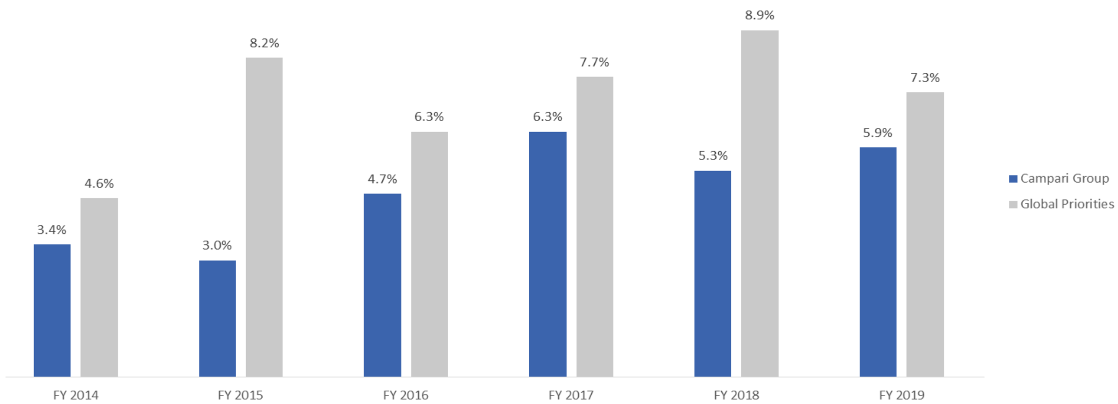
(1) Group net profit before overall net positive adjustments of €41.0 million
(2) Please refer to slide 49 for details on the net financial debt
(3) Calculated based on the same criteria adopted for the ratio of 31 December 2019

Delivering on strategy

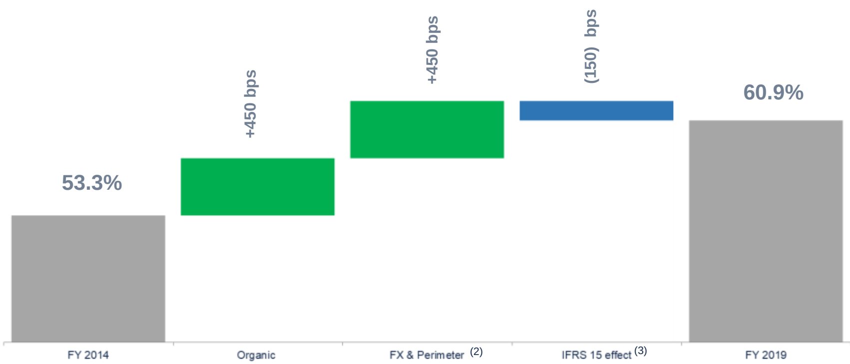
Positive margin expansion driven by outperformance of core high-margin brand and market combinations

Organic net sales growth

(FY 2014 - FY 2019)

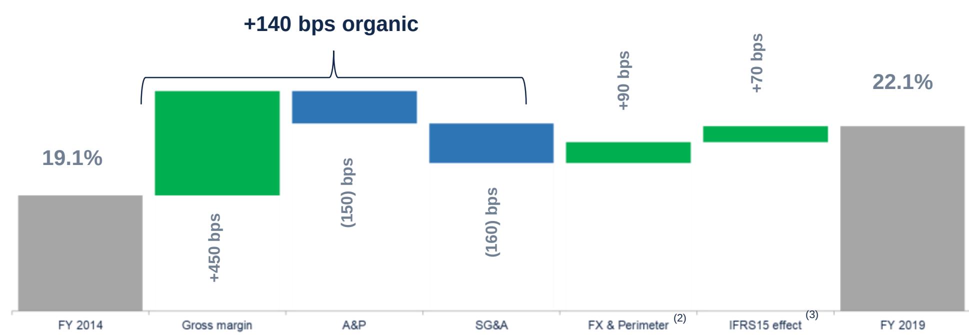


Gross margin improvement FY 2014 – FY 2019 (1)



- > **Cumulative** 5-year: +750 bps, of which **+450 bps organic**
- > **On annual basis**: +150 bps overall, of which **+90 bps organic**

EBIT adjusted improvement by key driver (1)



- > **Cumulative** 5-year: +300 bps, of which **+140 bps organic**
- > **On annual basis**: +60 bps overall, of which **+30 bps organic**

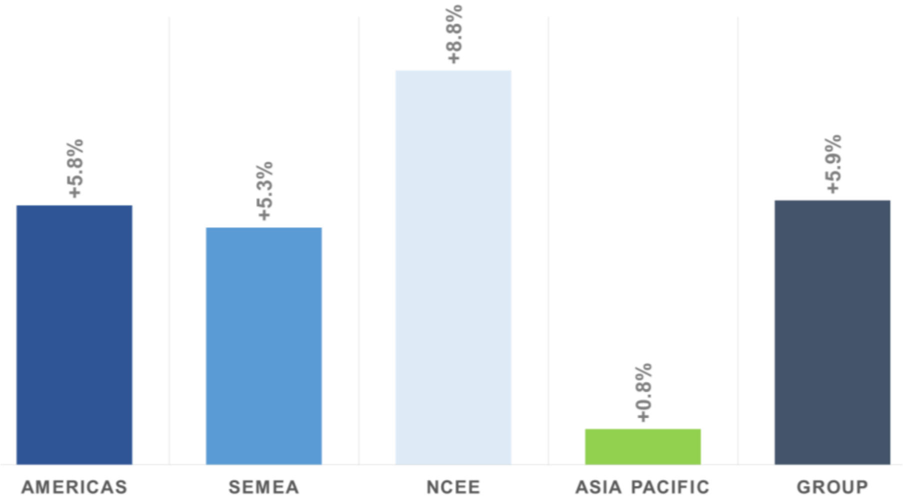
> **Strong gross margin expansion driven by sales mix improvement, fuelling consistent re-investments in brand building and business infrastructure for future growth**

(1) Basis points rounded to the nearest ten
(2) Including effect of IAS 29 hyperinflation in Argentina (non-material)
(3) IFRS15 implementation as of 1 January 2018. Under IFRS15 certain A&P expenses are reclassified in deduction of sales

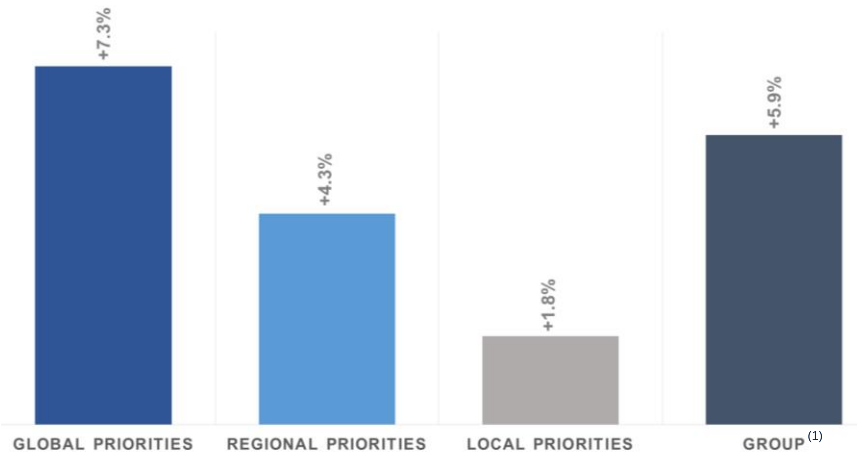
Positive organic sales growth

Continued positive growth across all regions and brand clusters

By Region



By Brand



(1) Including Rest of Portfolio, up +6.2% in FY 2019

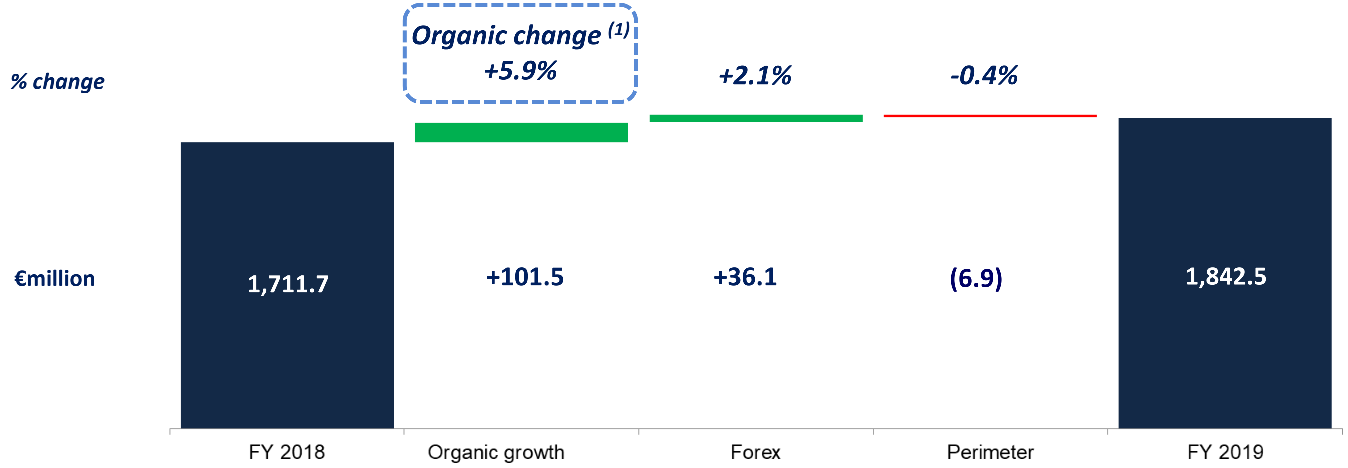
- **Americas:** satisfactory growth across the region driven by the core US market, up +5.3%, Jamaica +17.6% and Latin America
- **SEMEA:** Italy up +5.8% and good growth in the rest of the region, particularly France, helping compensate destocking ahead of route-to-market change in South Africa
- **NCEE:** strong positive performance overall, mainly driven by the UK and Russia
- **Asia Pacific:** flattish performance overall against a tough comparison base (FY 2018: +12.9%), while Australia grew positively which helped to largely offset destocking in Japan ahead of route-to-market change

- **Global Priorities:** strong full year performance in Aperol and the Jamaican rums. Campari and Wild Turkey were positive overall, despite destocking ahead of route-to-market change in Japan. Grand Marnier was broadly flattish. SKYY declined overall, albeit with improving trends in the main US market, affected by destocking in South Africa ahead of route-to-market change
- **Regional Priorities:** very positive performance from Espolòn, Averna and Riccadonna
- **Local Priorities:** positive growth driven largely by the single-serve aperitifs (Campari Soda and Crodino) and Wild Turkey RTD

Table of contents

Net sales results for Full Year 2019

Growth drivers



> **Organic change of +5.9%** (after excluding the positive price effect in Argentina of 70bps) [1] or €101.5 million (+3.6% or €18.4 million in Q4 2019), largely driven by the key brand-market combinations

> **Forex effect of +2.1%** or €36.1 million, **largely thanks to the strengthened US Dollar vs. Euro** (+1.0% or €5.2 million in Q4 2019) which more than offset weakness in Latin American currencies

> **Perimeter impact of -0.4%** or €(6.9) million, due to the tail-end effect of the termination of agency brands contracts, only in part offset by the consolidation of Rhumantilles, Ancho Reyes and Montelobos acquisitions (completed in Q4)

(1) Starting from Q3 2018, following the inclusion of Argentina into the cluster of Hyperinflationary Economies, sales organic change in this country has been calculated to reflect only the volume change, therefore excluding the price effect and the revaluation component required by IAS 29 (both included in FX effect)

Net sales by regions & key markets in FY 2019

US remains the largest market with 26.9% of Group Net Sales

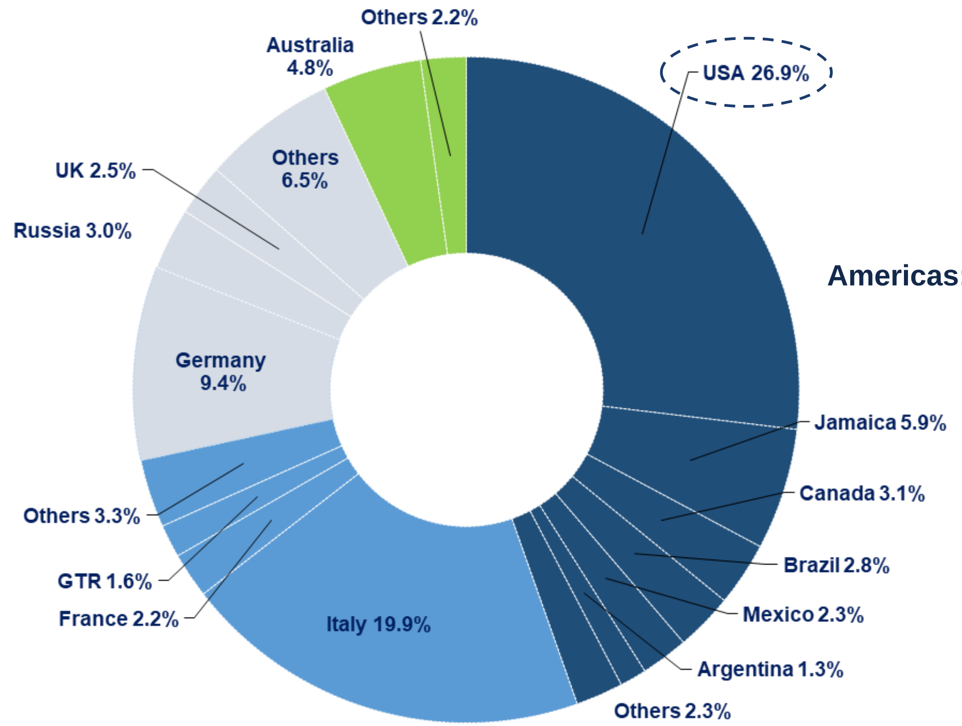
FY 2019 Group Net Sales €1,842.5 million
Organic growth +5.9%

Asia Pac: 7.0% of total
Organic growth: +0.8%

NCEE: 21.4% of total
Organic growth: +8.8%

SEMEA: 27.1% of total
Organic growth: +5.3%

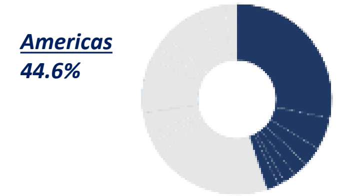
Americas: 44.6% of total
Organic growth: +5.8%

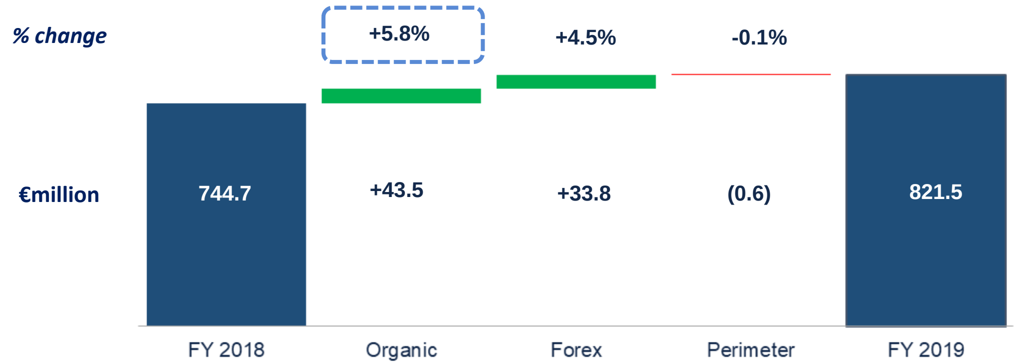


Developed vs. emerging markets[1]: 80% vs. 20%

[1] Key emerging markets include Jamaica, Russia, Brazil, Argentina, Mexico, South Africa, Peru and Nigeria

Americas: +5.8% organic





Regional net sales organic growth by quarter

	Q1	Q2	Q3	Q4
2019	13.1%	7.3%	0.5%	4.3%
2018	2.9%	6.0%	4.7%	2.1%

Organic growth by key market in FY 2019

> **US** **+5.3%**
- **Overall positive growth** in the **US** market, driven by double-digit growth in **Aperol** (**+33.9%**), **Espolòn** (**+34.4%**) and **Russell's Reserve** (**+18.1%**) and by the **positive performance of Campari, Wild Turkey, Wray&Nephew Overproof** and **Grand Marnier**. **Cynar** and **Averna** also registered positive growth off a small base. **SKYY** declined due to the competitive pressure in flavours, while core vodka is progressively aligning to more favourable consumption trends

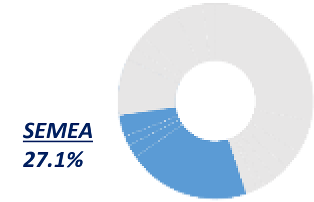
> **Jamaica** **+17.6%**
- **Continued strong performance** and **ongoing favourable trends in Jamaica** with **positive mix** driven by core **Wray&Nephew Overproof** (**+22.2%**), **Appleton Estate** (**+50.4%**), **Magnum Tonic Wine** (**+26.4%**) and **Campari** (**+8.8%**)

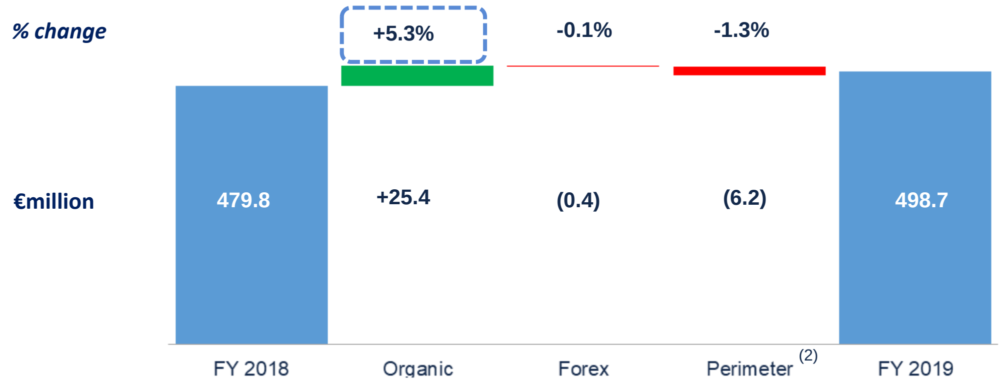
> **Canada** **+2.6%**
- **Overall positive performance** thanks to the **double-digit growth** of **Aperol**, **Espolòn** and **Campari**, mitigating the slight decline of Appleton Estate and Forty Creek

> **Brazil** **+3.3%**
- **Overall satisfactory growth**, in a still highly volatile environment: a positive performance from **Aperol** and **Campari** was partly offset by weakness in the local Brazilian brands. **Macroeconomic weakness**, **high unemployment rates** and **political** instability continue to impact the Brazilian market

> **Others** **+1.0%**
- **Mexico** registered positive growth, largely thanks to **SKYY ready-to-drink, Cinzano sparkling wine** and **Aperol** while **Argentina also** registered a **positive performance** (**+9.7%**) against an easy comparable base (FY 2018: -32.4%) largely due to growth in **SKYY**, **Cinzano sparkling wine, Campari** and **Aperol** while macro conditions remain uncertain and challenging. Other markets in **North America declined** while other markets in **South America** grew thanks to **Aperol** and **Riccadonna**

SEMEA[1]: +5.3% organic





Regional net sales organic growth by quarter

	Q1	Q2	Q3	Q4
2019	6.4%	8.6%	8.9%	-1.8%
2018	1.1%	6.3%	9.6%	2.8%

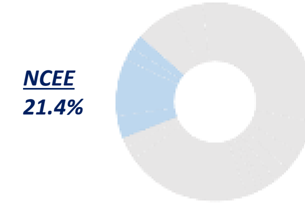
Organic growth by key market in FY 2019

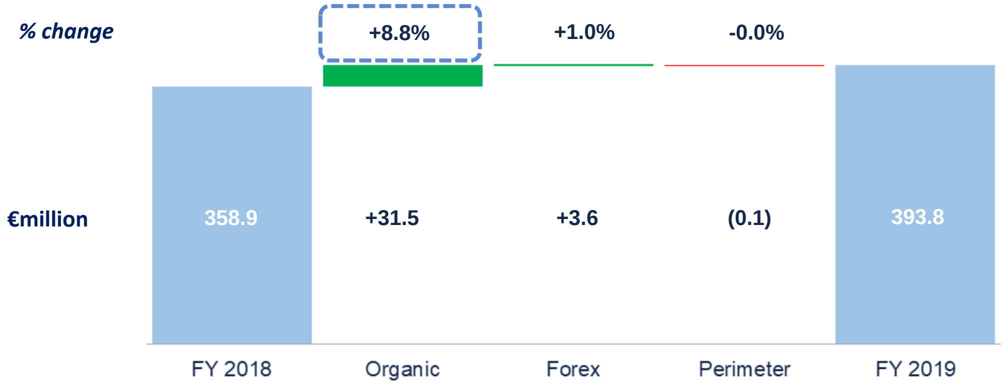
> **Italy** **+5.8%**
- **Very solid full year performance**, largely driven by the aperitifs portfolio: **double-digit growth** of **Aperol** (**+12.8%**), **continued solid growth of Campari** (**+8.3%**) and growth in local aperitifs such as **Crodino** and **Campari Soda. Cynar, Espolòn** and **GlenGrant** also contributed to a positive result

> **Others** **+3.9%**
- **France grew positively by +14.2%** thanks to **double-digit growth** of **Aperol** and **Riccadonna** while **Spain** declined overall (-1.4%) as positive growth in **Aperol** and **Cinzano Vermouth** was offset by weakness in **Bulldog** which was impacted by a very competitive gin market. In the African markets, **Nigeria grew positively** thanks to a strong performance of **Campari** and **American Honey** while **South Africa** declined due to destocking ahead of route-to-market change
- **Global Travel Retail grew** by **+4.1%** thanks to **double-digit growth** in **Aperol, Campari** and **GlenGrant**

(1) Incl. Global Travel Retail
(2) Perimeter effect largely driven by agency brand distribution termination in Italy combined with first-time consolidation of Rhumantilles in Q4 2019

NCEE: +8.8% organic





Regional net sales organic growth by quarter

	Q1	Q2	Q3	Q4
2019	11.6%	4.2%	10.4%	9.9%
2018	-3.8%	14.4%	13.9%	-0.2%

Organic growth by key market in FY 2019

> **Germany** **+3.3%**

- **Positive performance in Germany** largely driven by **double-digit growth** of **Aperol** (**+18.2%**) as the brand continues to leverage new consumption occasions beyond deseasonalisation, as well as **positive trends** in **Ouzo 12, Averna**, **SKYY**, **Crodino, Frangelico** and **GlenGrant.** This offset a temporary decline in **Campari** due to a very tough comparison base from 2018 (+13.9%) ahead of the price increase implemented at the beginning of the year as well as weakness in **Cinzano sparkling wines**

> **UK** **+39.6%**

- **Very positive growth** showing an accelerated trend, driven by sustained growth of **Aperol** (**+23.0%**) and the **Jamaican brands** (**+42.0%**), largely **Wray&Nephew Overproof** and **Magnum Tonic. Espolòn** also registered **positive growth**, albeit off a small base, as the brand is seeded internationally

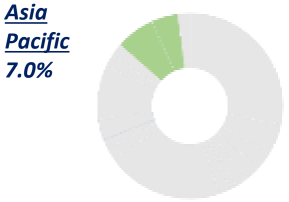
> **Russia** **+11.9%**

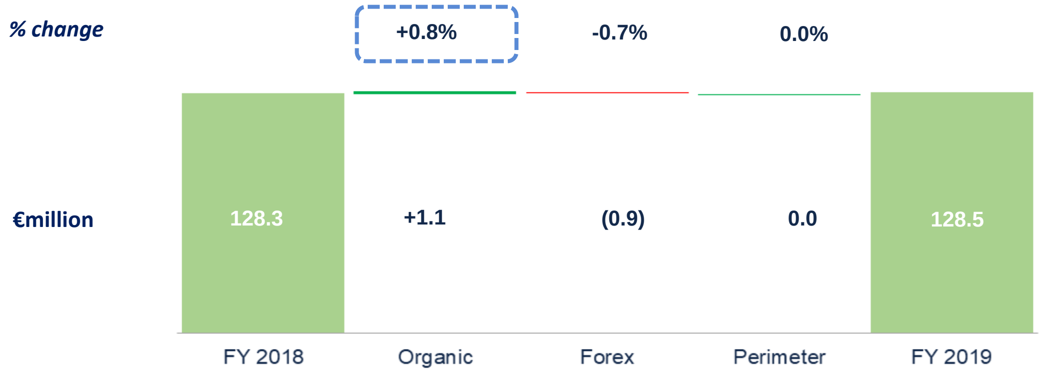
- **Overall positive performance** against an easy comparison base (FY 2018 -11.4%) as the market shows signs of recovery, despite volatility, with positive trends in **Aperol**, the **Cinzano portfolio** and **Mondoro**

> **Others** **+6.5%**

- **Good performance** across the rest of the region, particularly **Austria**, **Switzerland, Scandinavia** and **Eastern Europe**, mainly driven by **Aperol** and **Campari**

Asia Pacific: +0.8% organic





Regional net sales organic growth by quarter

	Q1	Q2	Q3	Q4
2019	-3.1%	4.9%	0.7%	0.6%
2018	17.8%	11.7%	19.2%	6.0%

Organic growth by key market in FY 2019

> **Australia** **+2.0%**
- **Very satisfactory performance**, despite the tough comparison base (FY 2018 +10.5%) and the negative impact of bushfires towards the end of Q4. **Positive growth** in **Wild Turkey ready-to-drink, Aperol**, which continues its **double-digit trend** (**+22.8%**), **SKYY** and **Espolòn**

> **Others** **-1.8%**
- **Overall decline** driven by the **Japanese market** due to destocking ahead of route-to-market change while **China** (SKYY, Cinzano sparkling wine, Aperol) and **New Zealand** (Appleton Estate, Wild Turkey) grew positively off a small base

Net sales by key brand

FY 2019 Group Net Sales €1,842.5 million

Organic growth +5.9%

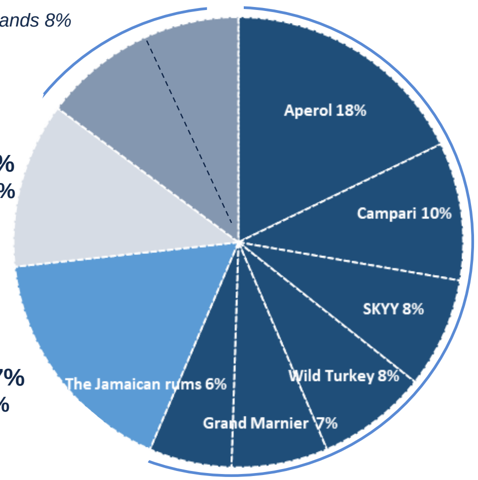
Local Priorities, 11%
Organic change: +1.8%

Regional Priorities,17%
Organic change: +4.3%

Rest of Portfolio: 15%

Agency brands & Co-packing 7%

Rest of own brands 8%



Global Priorities, 57%
(+100bps vs FY 2018)

Organic change: +7.3%

Aperol (18% of Group sales): +20.5%(1)

Global Priorities

Top 5 markets by value

- Italy
- Germany
- US
- Russia
- Austria

- **Continued strong double-digit sales growth** building on a **very positive performance** from previous years (**5-year average +19.7%**) thanks to sustained growth in the **brand's core established** and **high potential markets, in line with the brand's growth model,** as well as **high growth from seeding markets**
- **Aperol remains the Group's largest brand by value** and **continues to outperform in every market** with **improving geographic mix**
- **Performance by market stage:**
  - **Core Established**
    - **Strong result** in **Italy (+12.8%)** as the brand **continues to extend its usage occasions by taking ownership of food occasions**. Aperol continues to grow by underlying double-digit after 16 years of consistent execution of the brand strategy
    - **Germany registered solid double-digit growth of +18.2%** thanks to **both the continued strengthening** of the brand via **deseasonalisation** outside of the summer season as well as the initial move into extending usage occasions. **Austria** and **Switzerland** also achieved **solid growth**
  - **High Potential**
    - **Solid shipment result in the US market** (**+33.9%**), lagging much stronger depletion and sellout trends, against last year's tough comparison base (FY 2018 +73.7% driven by first-time activations). The US remains the **brand's 3rd largest market by value**. The brand begins to penetrate both the on and off premise occasion, largely on the East & West Coasts while initial activations in the mid-west took place this year. **Canada** also grew double digits, **up +54.4%**
    - **Russia**, now the brands 4th largest market, is also growing high double digits **(+62.7%)**
    - **Continued double-digit growth in the UK**, **up +23.0%**, as the brand remains one of the fastest growing brands in the UK for the fifth year in a row, while **continued double-digit growth** in **France (+42.4%)** and **Spain (+18.1%)** as well as **sustained positive development** in **Global Travel Retail (+22.9%)**
    - **Australia continued double-digit growth, up +22.8%**
  - **Seeding**
    - **High double-digit growth across Europe** (particularly **Scandinavian markets, Czech Republic, Poland**), **Americas** (particularly **Argentina, Brazil, Chile**) while **China** also registered **very high double-digit growth** after first-time activations in Shanghai this summer

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(1) Sales at constant FX. Q4 2019 sales organic growth: +15.9%

Celebrating 100 years in 2019

Global Priorities

US Festivals / Pop ups

Aperol activations continued to run in the US market throughout the summer and into November, with **four key sponsorships:** the highly anticipated **Governor's Ball** in **NY**, **Lollapalooza festival** in **Chicago, Riptide Music Festival** in **Florida** and **Camp Flog Gnaw** in **LA**
Aperol Spritz swings, signs and special Aperol gardens created the **perfect Aperol Spritz ambiance**, with customized Aperol bars where **Aperol Spritz** were served was central to the activations, with **wearable merchandise** was offered in exchange for social & instagrammable sharing – creating **millions of impressions**

Moreover, this autumn saw the pop-up of a dedicated **Aperol Spritz** bar, in the heart of NYC, in **Bryant Park**. At night the temporary ice-rink glowed orange with **Aperol Spritz!**

'Aperol Happy Together Live' – Venice

An **important birthday** deserves an **unforgettable party**. To **celebrate the centenary of Aperol**, a **unique show** joined different artists, set over a weekend, connected by the same passion for the music. **Venice and Piazza S. Marco** hosted the special edition of the **Aperol Happy Together Live**: a unique event that **mixes different styles** of **music** and **different people to toast together**.

'Aperol Big Spritz Social' – UK

During May & June in **London**, at the **Shoreditch Electric Light Station** and at **Manchester's Oast House**, **Aperol** invited Londoners and Mancunians (over 5,000 of them) to **celebrate its centenary anniversary** by immersing themselves in a world built for endless possibilities of Italian-style **spontaneity** and **sociability**. A one of a kind celebration with **food, dj-set, the UK's first ever revolving Aperol bar carousel**, embedded **'bubble booths'** hidden behind a giant **Aperol Spritz** as well as the unmissable **flowing orange waterfall**

Campari (10% of Group sales): +4.6%[(1)]

Global Priorities

Top 5 markets by value

- Italy
- US
- Germany
- Jamaica
- Brazil

- **Campari registered positive growth of +4.6% in the year,** building on the positive international trends in the previous years, partly offset by the **Japanese** destocking ahead of route-to-market change **(+6.0% organic growth before the destocking effect**). Overall results in 2019 was also hindered by **the soft performance in the brand's third largest market by value, Germany** (-7.6%), after a price increase earlier this year coupled with a tough comparable base from Q4 2018 (+26.6%) ahead of the price repositioning
- **Performance by market**
  - **SEMEA**
    - **Core market of Italy registered solid growth of +8.3%** benefitting from very solid underlying trends of classic cocktails and Campari mixes such as the Campari Spritz or Campari & Tonic
    - Temporary weakness in **France** and **Spain**
  - **North, Central & Eastern Europe**
    - **Germany registered a decline of -7.6%**, due to the aforementioned price increase while other markets in the region (**Austria, Switzerland, Belgium**) registered **positive performances** as the brand receives marketing support alongside specific mixology and cocktail events such as the Negroni week
  - **Americas**
    - **The US remains Campari's second largest market by value** and **grew positively by +9.6%,** behind a double-digit depletion trend, as the brand continues to benefit from the **revival of Campari-based classic cocktails** and **speakeasy-style mixology,** in particular the **Negroni, Americano** and **Boulevardier**
    - **Argentina** recovered against an easier comparison base from last year due to the tough macroeconomic situation and **Brazil**, despite continued market volatility, **registered double-digit growth**
    - **Continued solid growth in Jamaica and Canada**
  - **Asia Pacific**
    - **Australia** continued to register **positive growth** while **Japan declined** due to destocking ahead of route-to-market change

(1) Sales at constant FX. Q4 2019 sales organic growth: +3.5%

Cocktail focus: essential for mixology

CAMPARI

Global Priorities

Camparino Reopening – the birthplace of Campari

The iconic **Camparino in Galleria** - the **birthplace** of the **Milanese aperitivo** - reopened its doors to the city in winter 2019. Campari Group marked the relaunch with an **exclusive event**, unveiling its new look which has **preserved** and **emphasized** the **historic heritage** and **Art Nouveau** detailing of the bar, while at the same time creating a **new identity** for the present and future.
The relaunched venue serves an **innovative range of drinks** and **food** with a **focus on quality**, using gastronomic ingredients and cocktails from the **traditional to more contemporary**, original creations

Celebrating art – NY & Venice Film Festival

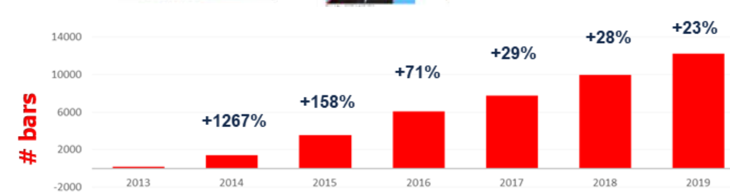
Campari extended its long-standing commitment to the **world of art** and **cinema** as the **exclusive spirits partner** of the **57th New York Film Festival** (NYFF) as well as the main sponsor of the **Venice Film Festival.** In New York, **Campari was front and center with brand visibility, bar presence, featured cocktails** and **experiential activations,** while in **Venice, Campari** hosted a number of activations including the **Venetika**, the floating cinema and **Entering Red**, the secret closing party which took place in one of the most prestigious locations in the City, spreading **the brand style** and **essence everywhere**, painting **Venice** with a **distinctive tone of red, the Campari red**

Negroni week: 100 years of Negroni

Negroni Week began by **unveiling a plaque celebrating the creation** of the **Negroni** in the presence of the **Deputy Mayor of the city of Florence** as well as Pier Lamberto and Paolo Andalò Negroni Bentivoglio, **Count Camillo's grandsons** and Luca Picchi, author of the book '***Negroni Cocktail. An Italian legend'***. In this corner of the Viviani Della Robbia Palace in the **Drogheria Casoni (Caffè Casoni) 100 years ago** the **Count Cammillo Negroni** inspired the creation of one of the most famous cocktails in the world – **the Negroni!**

THERE'S NO NEGRONI WITHOUT CAMPARI

The participation of bars across the world has **increased year on year**, and in 2019 the number of bars participating in **Negroni week** grew by **+23% (12,000 venues!) compared to the 2018 edition**, with more than **12 thousand venues subscribed** in **60+ countries**!



SKYY (8% of Group sales): -3.8%[1]

Global Priorities

- **The SKYY franchise declined by -3.8% in FY 2019,** largely driven by the core US following the destocking activity mainly aimed at streamlining the SKYY infusions, which lasted until the end of the third quarter with some tail end effect in Q4 2019
- **The international markets**, which account for **27.0% of the brand's global sales value**, were **flattish**, **impacted by the destocking activities in South Africa**, ahead of route-to-market change, **which offset entirely the good growth in other markets**
- **Performance by market**
  - **US**
    - **The US market registered a mid-single digit decline** as the brand was impacted by destocking activity during the year. Concomitantly, the brand continues to suffer from strong **competitive pressure, particularly in flavours**, with the infusions portfolio down -9.2% in FY 2019, dragging down the overall performance, while **core vodka** is **progressively aligning to more favourable consumption trends**. The 'Proudly American' campaign as well as sponsorship of World Pride events are helping to keep the brand premium and relevant among millennial consumers while the destocking activity has helped to close the gap to more favourable consumption trends year on year
  - **International markets**
    - **Development into the Americas continues: good growth in Argentina** (5th largest market) and **continued double-digit growth** in **Mexico** offset some weakness in **Brazil**
    - Within **SEMEA**, growth in **GTR** was unable to offset declines in **Italy** and **Spain** while **South Africa** also declined temporarily due to destocking ahead of route-to-market change
    - In **North, Central & Eastern Europe**, **double-digit growth in Germany** was partly mitigated by **weakness in the UK**
    - In **Asia Pacific**, **China** (3rd largest market) and **Australia** registered **positive growth**

Top 5 markets by value

- **US**
- **Germany**
- **China**
- **South Africa**
- **Argentina**

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(1) Sales at constant FX. Q4 2019 sales organic growth: -6.6%

Building on traditions

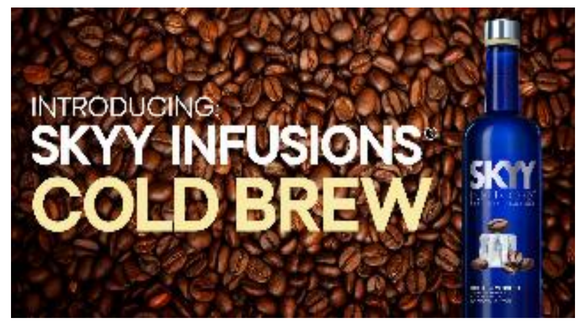
Global Priorities

SKYY VODKA

SKYY Vodka: celebrating diversity

SKYY USA WorldPride Sponsorship
In June 2019, **SKYY Vodka** continues its' efforts to **champion a new era of social progress fueled by diversity** within the LGBTQ+ community in the USA, by serving as the **Official Vodka of WorldPride NYC** and **Los Angeles Pride Festivals**. This year, in **honor of the 50th Anniversary** of the Stonewall riots, **SKYY** has partnered with the original Vogue performers, paying tribute to the people and history that shaped LGBTQ+ culture today. Activities included 9+ events, with over 4 million consumer engagements including a **branded float on June 30th during the official WorldPride Parade held in NYC**

SKYY Cold Brew
For a limited time only during Summer 2019, SKYY Vodka is bringing the authentic taste of the **USA's latest obsession**, **cold brew coffee**, to cocktail bars and retail stores with the release of **SKYY Infusions® Cold Brew Coffee.** This flavor is infused with **Arabica coffee beans**. Perfect for **brunches, summer parties or after work drinks**, it is enjoyed on the rocks, in coffee-inspired cocktails, or as a twist on a classic, like the **SKYY Martini**



SKYY Limited Edition
Launched in Spring 2019, **SKYY Vodka** proudly brings its **San Francisco roots** to life through the new **limited-edition SKYY Bottle Series**. These three new bottles celebrate the **culture and values** that have made the **brands hometown a global progressive icon**. For a limited time only, the brand's famous blue vodka bottle features recognized **San Francisco landmarks** paired with bold statements such as '**We Build Bridges, Not Walls**' or '**There is no straight path**': that define the city's leadership in diversity through **social progress, optimism and empowerment**

Wild Turkey (8% of Group sales): +2.9% (1) (2)

Global Priorities

Top 5 markets by value

- US
- Australia
- Japan
- GTR
- Canada

- **Organic growth of +2.9%** after declines in the fourth quarter due to phasing in the core US market, with depletions up double-digits
  - **Wild Turkey bourbon grew +0.4%** affected by the destocking in Japan, while the **Russell's Reserve** premium offering continued its **solid growth, up +16.7%** overall
  - **American Honey** registered a positive performance overall, **up +6.0%** driven by the core US market as well as Nigeria, only partly offset by some temporary weakness in Australia

- **Performance by market**
  - **US**
    - Portfolio of premium extensions and offerings such as **Wild Turkey Longbranch**, **Russell's Reserve** and the **Master's Keep** series continued to grow double-digits combined. **Overall positive performance of +1.4%** affected by **slow down of Wild Turkey 101 core business** due to price repositioning
    - Overall the brand remains a top choice for high-end mixologists and connoisseurs, while also leveraging the brand's quality, heritage and craft credentials, alongside continued **national marketing support** from the Matthew McConaughey campaigns and other brand activations
  - **International markets**
    - **Positive momentum** in the seeding European markets such as **Germany, Italy** and **Austria**
    - **Japan** declined by double digits, due to **destocking** ahead of route-to-market changes (accounting for -0.5% of the brand's overall organic performance). **Australia** was slightly down while **New Zealand and China** grew **positively** off a small base

(1) Sales at constant FX. Q4 2019 sales organic growth: -5.8%
(2) Incl. Wild Turkey bourbon, Russell's Reserve, American Honey. Wild Turkey ready-to-drink and American Honey ready-to-drink are excluded

Premiumisation journey

Global Priorities

Wild Turkey: Talk Turkey

Wild Turkey, with Creative Director and **brand storyteller, Matthew McConaughey,** launched **Talk Turkey**, a new unscripted, digital interview series featuring conversations between McConaughey, and trailblazers from influential movements who are helping to **define culture** through acts of **personal conviction**. With themes of redemption, female empowerment, self-help, and reconnecting with the outdoors grounding each episode, this series **propelled the authentic story** of these inspiring individuals. The interview and documentary episodes ran weekly on IGTV, Twitter and Facebook

Wild Turkey: Cornerstone Rye

Wild Turkey launched **Master's Keep Cornerstone Rye**, the fourth release in the award-winning **Master's Keep series**. The result is a **Rye Whiskey** of **extraordinary maturity** – the **triumphant culmination of more than 150 years of Kentucky artisanship** and **heritage**. For this limited release, Eddie hand-picked from among his **oldest #4 alligator char barrels** – each with **Rye aged between nine and 11 years**. From there, Eddie crafted a perfectly balanced, high-aged Rye Whiskey that exquisitely showcases Wild **Turkey's signature bold** and **spicy flavors**

Wild Turkey: 'With Thanks'

In November, in Los Angeles, **Matthew McConaughey, Eddie Russell**, a **group of volunteers** and **charity partner Operation BBQ Relief**, kicked off the season of giving and prepared and **delivered 800 turkey** dinners to first responders in charge of relief efforts around the **wildfires in the Los Angeles**. A group of **40 volunteers from the Wild Turkey community** visited and delivered meals to more than 20 fire houses and an additional **800 meals were prepared** for local homeless shelters in Los Angeles. **Matthew McConaughey & Eddie Russell** announced the efforts on **Facebook live** and personally visited the firehouses to deliver meals and thank the first responders

Grand Marnier (7% of Group sales): -0.9% [(1)]

Global Priorities

Top 5 markets by value

- **US**
- **Canada**
- **France**
- **GTR**
- **Italy**

- **Overall flattish performance (-0.9%)** with **positive reversal in** Q4 (+8.1%) recovering the negative Q3 performance due to shipment phasing
- The core brand continues to receive support from the '**Live Grand**' campaign, launched in 2018, alongside a **redefined drinking strategy**, while the **Grand Marnier Cuvées** (Louis Alexandre and Cuvée du Centenaire) are being progressively launched in the core US market, aiming to improve the price mix over time

- **Performance by region**
  - **Americas**
    - **The core US market grew by +2.2%** while **Canada was flattish** against a significant price repositioning. **Double-digit growth in Mexico**, albeit off a small base
  - **SEMEA, North, Central & Eastern Europe** and **Asia Pacific**
    - Overall soft performance mainly due to temporary weakness in Global Travel Retail and softness in some European markets

(1) Sales at constant FX. Q4 2019 sales organic growth: +8.1%

Grand Mixes & Grand Cuvées

Global Priorities

Grand Marnier

Grand Marnier: Cordon Rouge – premiumising with 'Grand' cocktails

Grand Marnier's **'Live Grand' campaign**, launched in 2018 in NY and Paris, invites consumers to **celebrate life's more luxurious**, **out-of-the ordinary experiences**, to move from '**good to grand**' by using **Grand Marnier** both in mixology, for high-end cocktails but also for easy mixers, supporting the rollout of the brand's strategy across **North American** and **European** geographies

Grand Marnier Cuvée du Centenaire

The new **Cuvée du Centenaire** was launched with a premium packaging inspired by the vibrant artistic movement of **Art Nouveau**. **Originally created in 1927** in honour of the first Century of The House of Marnier Lapostolle, **Cuvée du Centenaire** celebrates an **extraordinary era of audacity** and **eccentricity** by combining for the first time orange bigaradia with **XO cognacs**. The cognacs used in this extraordinary Cuvée come from the finest growing areas of Cognac region: **Grand** and **Petite Champagne**

Grand Marnier: Louis Alexandre

In January 2019, the new **Cuvée Louis Alexandre was launched** in the **US market**, with **VSOP liquid** and brand new, more premium packaging. Created by **Patrick Raguenaud, Grand Marnier's master blender**, **Cuvée Louis Alexandre** uses cognac taken from the **most prestigious area in Cognac**, then aged in **oak barrels in Bourg-Charente**. The **Cuvée Louis Alexandre** has carefully selected cognac, **enriched** with the essence of highly **aromatic bitter orange**

Jamaican rums (6% of Group sales): +7.5% (1) (2)

Global Priorities

> Very positive growth for the Jamaican rum portfolio in the year (+7.5%) with continued **outperformance** of **Wray&Nephew Overproof** while **Appleton Estate**'s full year performance was impacted by a temporary decline in the core North American markets in Q4 2019

> **Wray&Nephew Overproof** registered **+15.1% growth in FY 2019 (Q4: 17.7%)** and continues to develop its reputation as a **mixologist's favourite** due to the **depth of flavour, versatility** and **unmatched quality. The brand grew double-digit in the core market of Jamaica** as well as **the US, Canada** and **the UK**

> **Appleton Estate declined by -1.7%** overall. Negative performance in the **core markets of US and Canada** was partially mitigated by solid growth in **Jamaica (+50.4%)**. The brand continues to premiumise its offerings while leveraging the liquid quality, brand heritage and **craft credentials of Jamaican rum,** supported by the brand house in the heart of Jamaica

> **Performance by region**

- **Americas**
  - The Jamaican rum portfolio grew by **mid-single digits** in the **core US market** driven by **Wray&Nephew Overproof**
  - **Positive double-digit growth in Jamaica** driven by both **Appleton Estate** and **Wray&Nephew Overproof**

- **SEMEA, North, Central & Eastern Europe** and **Asia Pacific**
  - **The UK continues its double-digit growth**, largely driven by **Wray&Nephew Overproof, up +17.7%** in the year, while **Appleton Estate grew +2.5%**
  - **Positive progression** in seeding markets such as **New Zealand, France** and **Switzerland**

Top 5 markets by value

> **Jamaica**
> **US**
> **Canada**
> **UK**
> **Mexico**

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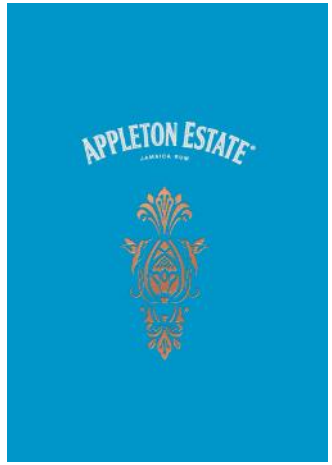
(1) Sales at constant FX. Q4 2019 organic sales growth: +10.2%
(2) Incl. Appleton Estate and Wray & Nephew Overproof

New Brand Visual Identity

Global Priorities

Appleton Estate 2020

Appleton Estate, our premium rum brand, introduced a new Brand Visual Identity (BVI) to the global marketplace in October 2019. Our BVI celebrates our **home of Jamaica** through a rich **pallet of blue hues**, as well as an **accent of copper** which represents our **pots stills** and **golden rum**. Central to the BVI is our **Jamaican Insignia**, an artistic emblem comprised of **five iconic symbols of Jamaica.** These unique BVI elements further elevate **Appleton Estate's** visual impact as a **premium brand** that strives to exemplify ***Joyful Excellence***



Appleton Estate: 23y/o Journey rum

In December 2019, The Joy Spence Appleton Estate Rum Experience introduced an exclusive **limited edition *23 Year Old Journey Rum****.* Limited to only **300 750ml bottles**, priced each at **$250USD**, this rum is first in a series of **limited edition rums** under the name 'Journey'. This name was chosen in gratitude to our guests who have made the journey to Jamaica's Nassau Valley to visit our Estate

Appleton Estate: Ultimate Spirits Challenge

Appleton Estate Wins Big at 2019 Ultimate Spirits Challenge held in April 2019. Awards:

<u>*Appleton Estate 21YO*</u>: 98 Points, Extraordinary, Ultimate Recommendation, Chairman's Trophy

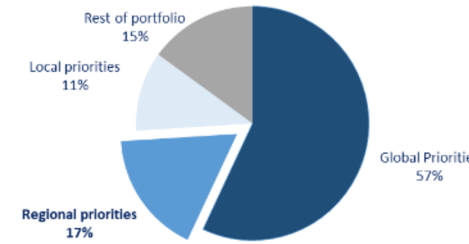
<u>*Appleton Estate Rare Blend 12YO*</u>: 94 Points, Excellent, Highly Recommended, Finalist

<u>*Appleton Estate Signature Blend*</u>: 92 Points, Excellent, Highly Recommended, Finalist, Great Value

<u>*Appleton Estate Reserve Blend*</u>: 92 Points, Highly Recommended, Finalist, Great Value

Brand sales review

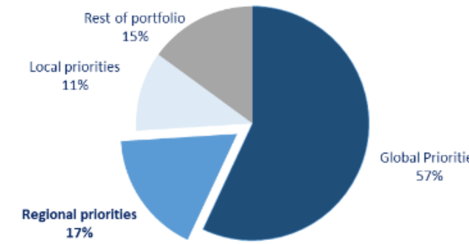
Regional Priorities



	Regional priorities	Brand sales as % of Group's sales in FY 2019	Organic change in FY 2019	Organic change in Q4 2019	
Tequila	ESPOLÒN	4%	+32.4%	+54.0%	> **Solid double-digit growth driven by core US market**, with positive shipment recovery in Q4, as the brand is consistently **outpacing category trends** > **Seeding markets** such as **Australia, Russia, Canada, Italy, South Africa** and the **UK** continue to grow **positively**
Gin	BULLDOG LONDON DRY GIN	1%	-3.2%	-8.6%	> Overall soft performance due to ongoing gin market pressure in core markets of Spain, the UK and Belgium. **Improving consumption trend in core Germany** > Strong growth in seeding markets such as **South Africa** and **Brazil**
Whiskies	GLENGRANT SINGLE MALT	1%	-6.7%	+0.4%	> Overall negative results, amplified by **destocking** in the **South African market** ahead of route-to-market change, reflecting the **Group's long-term strategic refocus on higher-margin and longer-aged premium expressions**
	FORTY CREEK	1%	-4.2%	-14.5%	> **Soft performance** in the core market of **Canada** against a tough comparison base (FY 2018 +12.4%, Q4 2018: +18.5%)
Cognac	BISQUIT & DUBOUCHÉ	<1%	+6.7%	-34.6%	> **Overall positive** first full year organic performance, with declines in Q4 driven by phase out of previous packaging ahead of **2020 relaunch**

Brand sales review

Regional Priorities

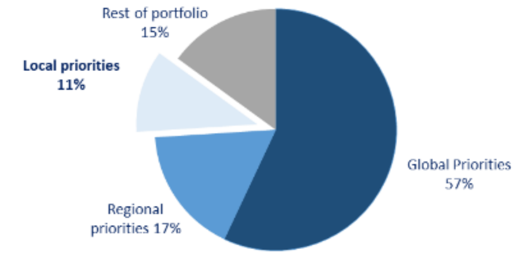


	Regional priorities	Brand sales as % of Group's sales in FY 2019	Organic change in FY 2019	Organic change in Q4 2019	
Italian bitters and liqueurs	Frangelico liqueur, Averna, Cynar, Braulio	4%	-0.9%	-1.9%	> Soft performance by **Frangelico** as **positive growth** in **Germany** was offset by **weakness** in **core US**, **Spain** and **Australia** > **Averna** registered a **good overall performance** as growth in **Germany, the US** and **Austria** offsets weakness in **core Italy** > **Good performance in Cynar as solid growth in core Italy** and **seeding US** offset **declines** in **Brazil** and **Switzerland** > **Slight decline in Braulio** due to a robust price increase in core **Italy**, while **GTR** registered solid **double-digit growth**
Sparkling wine & vermouth	Cinzano	3% (1)	-6.9%	-10.4%	> **Vermouth declined** (**-8.2%**) as positive growth in **the core Russian**, **Argentinian** and **Spanish** market **was offset by strong declines in Germany** and other European markets due to significant price repositioning > **Sparkling wines registered a decline** due to weakness in the **core markets** of **Germany** and **Italy.** Positive growth in core **Russia** and seeding markets such as **China** and **Japan**
	Mondoro, Riccadonna	3%	+8.5%	+5.7%	> **Good performance in Mondoro** (**+2.9%**) driven by the core market of **Russia** > **Riccadonna registered positive results of +14.3%** thanks to a **double-digit growth** in the core market of **France**, offsetting temporary weakness in **Australia**

(1) Incl. Cinzano verrmouth and Cinzano sparkling wines

Brand sales review

Local Priorities

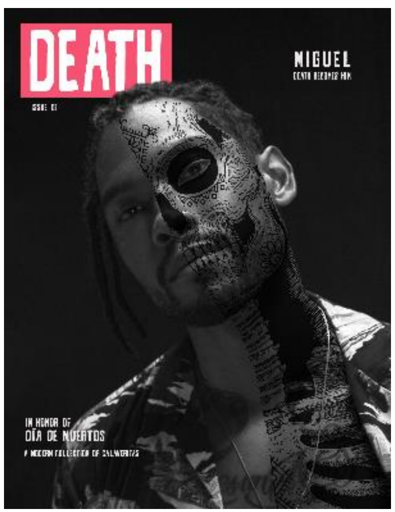


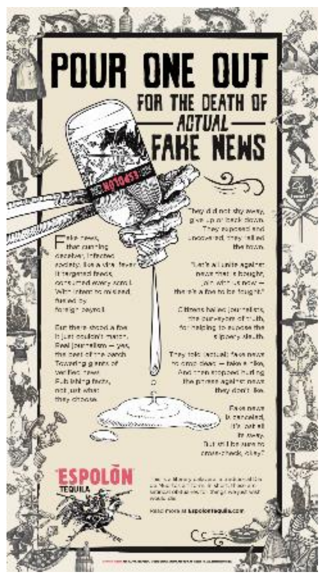
Local priorities	Brand sales as % of Group's sales in FY 2019	Organic change in FY 2019	Organic change in Q4 2019	
CAMPARISODA	3%	+1.6%	-10.3%	> **Overall good performance** thanks to **core Italy**, with Q4 performance driven by the expected realignment of shipments
CRODINO	3%	+2.4%	-7.1%	> **Positive result overall** thanks to growth in **core Italy** as well as **seeding central European markets** > Negative Q4 impact driven by the expected realignment of shipments
	2%	+5.0%	+7.7%	> **Good performance in core Australia** and **New Zealand**
Dreher Sagatiba	1%	-5.1%	-21.6%	> **Negative** overall performance in **core Brazilian market** which remains highly volatile
12 OUZO	1%	+3.0%	+6.8%	> Overall positive driven by **Germany**, **the US** and **the UK**
CABO WABO	1%	+3.7%	-2.5%	> **Positive growth** driven by the core **US**, with depletions up high-single digit

Regional Priority initiatives

Espolòn – DEATH magazine

Espolòn Tequila launched **DEATH**, a **limited-edition magazine celebrating** the **Day of the Dead** through **literary calaveras**. Once Mexico's illustrated poems for satirical obituaries, **literary calaveras** are the holiday's signature witty poems, poking fun at loved ones in a game of creativity, irreverence, and mortality. **DEATH** celebrates the holiday with **modern calaveras penned by rising literary stars** and **pop culture personalities**, including **Mexican American and Latin authors**. **Miguel**, **Grammy-winning R&B superstar**, was in the cover with illustration done by **Scott Campbell,** world-renowned tattoo artist. The launch of **DEATH** kicked off at a pop-up "newsstand from the other side" from 10/31 to 11/1. Lucky attendees had the chance to be invited to "cross over" into a once-in-an-afterlife immersive celebration hidden deep within the space





Bisquit & Dubouché

The first production of the new bottle of **Bisquit&Dubouché** took place in November 2019. The offer reflects the new **super premium positioning** of the brand, leveraging on a complete new marketing mix – from the new brand name - **Bisquit&Dubouché** - that brings back in the **logotype the co-founder Adrien Dubouché** - to the new packaging design – a super premium squared bottle that underlines the brand rebel character and the wish to **disrupt the traditional codes of cognac**. The new **Bisquit&Dubouché** unveils a new liquid, with a smooth **aromatic bouquet**, a persistent taste with **floral notes of rose**, **dried apricot** and **muscat grape**. First markets to be served will be South Africa and Belgium, designed to relaunch the current business of VS and VSOP variant, immediately followed by USA, GTR and Switzerland by February 2020

Regional Priority initiatives

Cinzano Vermouth: Cinzano Moments

2019 saw the kick-off of the Global Partnership between **Cinzano Vermouth** and Sofar Sounds, where three markets were successfully activated: the **US, Spain** and **Argentina**. **Cinzano Moments** by Sofar Sounds is confirming to be a valuable platform to share ***genuine moments in music*** engaging the **younger target**. All the events have been amplified through relevant local media partners and influencers, on top of the digital support created through local and global channels with a **single minded approach**. The events have been crucial for the launch of the new brand identity in a consistent and engaging way cross geos and channels


Bulldog Gin

Bulldog Gin invited consumers in **Barcelona** for the second **#FULLSHINEPARTY in Spain** (the first in Madrid held in April), **inspiring consumers to shine from within**. A few hundred guests including microsite-competition winners and digital influencers, toasted with **Bulldog G&Ts** with a black twist and enjoyed **tailored activations** such as UV Tattoos, interactive lights, in addition to the shining dance floor

Bulldog Gin closed out the year by ramping up its presence in the **Greek market with an official launch party in central Athens** for **hundreds of media, trade** and **VIP guests.** Highlights of the event included local celebrities, DJ Agent Greg and performance by dancer-choreographer Tasos Xiarcho


GlenGrant wins big: 2020 Whisky Bible

Jim Murray 2020 Whisky Bible

GlenGrant 18 Year Old, the rarest variant in the **GlenGrant** single malt range, has once again been named “**Scotch Whisky of the Year**", “**Single Malt of the Year**" and “**Best Single Malt Scotch Aged 16-21 years**" by the esteemed Whisky writer and reviewer, taking home the **top prize** in the category for a **stunning <u>fourth year in a row</u>**. Additionally, The **GlenGrant 10 Year Old** wins in the “**Best Single Malt Scotch Aged 10 Years and Under**" category for a **remarkable 7th time**. There were also awards for the **GlenGrant 15 year old whisky** as well as the unaged ‘*Rothes Chronicles Cask Haven’.* The complete list is below:

Scotch Whisky of the Year
GlenGrant Aged 18 Years Rare Edition

Single Malt of the Year (Multiple Casks)
GlenGrant Aged 18 Years Rare Edition

Scotch No Age Statement
GlenGrant Rothes Chronicles Cask Haven

10 Years & Under (Multiple Casks)
GlenGrant Aged 10 Years

11-15 Years (Multiple Casks)
GlenGrant Aged 15 Years Batch Strength

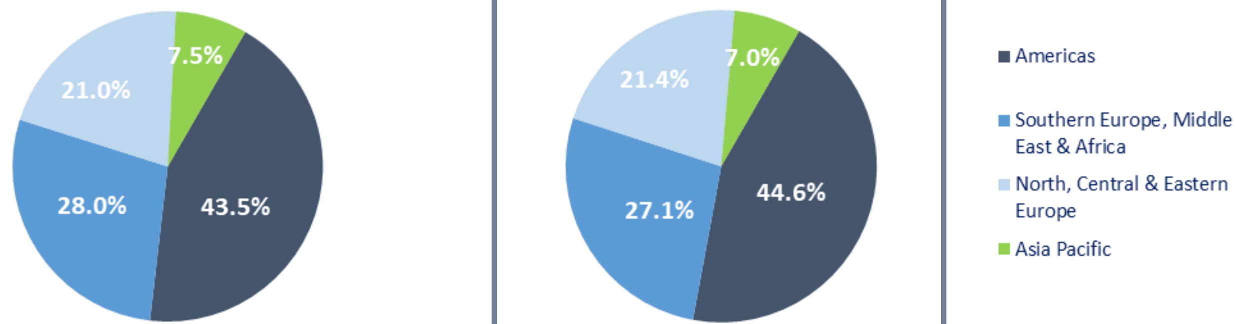
16-21 Years (Multiple Casks)
GlenGrant Aged 18 Years Rare Edition

Table of contents

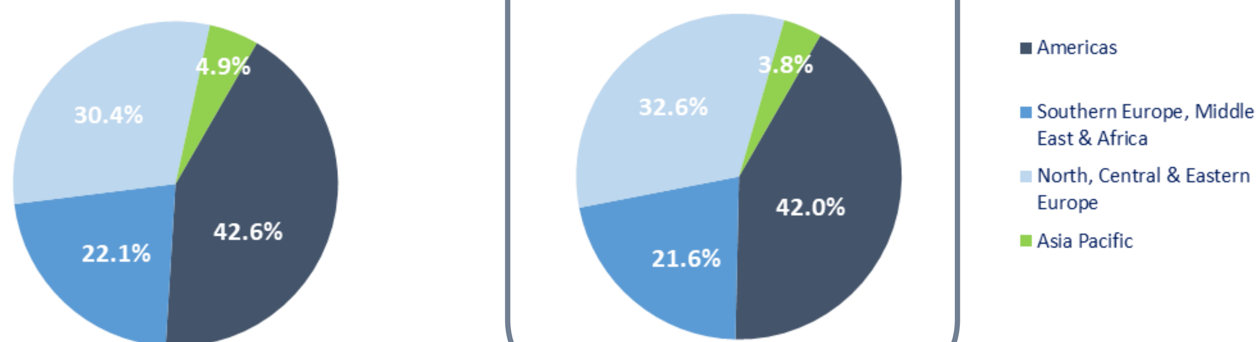
Net sales & EBIT analysis by region

FY 2018 | FY 2019

Net Sales breakdown by region



EBIT (1) breakdown by region

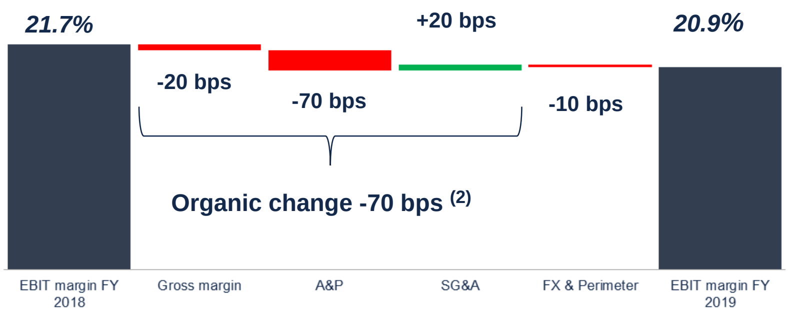


> The **Americas remain the Group's largest region in terms of net sales and profitability** (44.6% of Group's net sales and 42.0% of Group's EBIT(1) in FY 2019. **Decrease in SEMEA's weight on sales** (-90bps) vs. FY 2018 driven by disposals of non-core businesses while **increase** in **NCEE's weight on profitability** (+220bps) driven by sustained growth of high-margin brands

(1) EBIT adjusted

EBIT [1] by region - Americas

	FY 2019		FY 2018		Reported change	Organic change
	€ million	% of sales	€ million	% of sales	%	%
Net sales	821.5	100.0%	744.7	100.0%	+10.3%	+5.8%
Gross profit	479.7	58.4%	434.8	58.4%	+10.3%	+5.4%
A&P	(157.3)	-19.1%	(136.4)	-18.3%	+15.3%	+9.6%
SG&A	(151.0)	-18.4%	(137.0)	-18.4%	+10.2%	+4.7%
EBIT [1]	**171.4**	**20.9%**	**161.5**	**21.7%**	**+6.1%**	**+2.5%**



\> Organic change: **EBIT adjusted organic growth of +2.5% with -70 bps dilution**. Key drivers:

Gross Profit
- Growth (**+5.4% in value**) slightly behind topline, leading to **-20 bps margin dilution**: positive sales mix more than offset by the **increasingly negative impact of agave** as well as the **dilutive effect of recovery in emerging markets**, most notably Brazil and Argentina

A&P
- A&P growth (+9.6% in value) **ahead of topline**, **-70 bps margin dilution**, driven by increased brand building investments, particularly behind key global brands (Aperol, Campari and Grand Marnier) and Espolòn

SG&A
- SG&A increase **behind topline** (+4.7% in value and **+20 bps margin accretion**), as a consequence of the downsizing of local structures in South America

\> FX & Perimeter: Positive FX effect largely driven by the strengthening USD vs Euro (-10 bps dilution)

\> EBIT margin: **EBIT margin** at **20.9% in FY 2019**

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(1) EBIT adjusted
(2) Bps rounded to the nearest ten

EBIT [1] by region - SEMEA

	FY 2019		FY 2018		Reported change	Organic change
	€ million	% of sales	€ million	% of sales	%	%
Net sales	498.7	100.0%	479.8	100.0%	+3.9%	+5.3%
Gross profit	333.1	66.8%	312.8	65.2%	+6.5%	+6.9%
A&P	(89.2)	-17.9%	(83.7)	-17.4%	+6.6%	+6.4%
SG&A	(155.8)	-31.2%	(145.6)	-30.3%	+7.0%	+6.4%
EBIT [1]	**88.1**	**17.7%**	**83.6**	**17.4%**	**+5.5%**	**+8.4%**

> Organic change: **EBIT adjusted organic growth of +8.4%**, despite a lower contribution of the South African market due to destocking ahead of route-to-market change. **EBIT adjusted +50 bps organic margin accretion**, mainly driven by positive sales mix. Key drivers:

Gross Profit

- **Strong gross margin expansion** (**+6.9% in value** and **+100 bps margin accretion**) driven by **solid performance** of **high-margin aperitif portfolio**, in particular **Aperol** and **Campari**, across the region

A&P

- A&P growth above topline (+6.4% in value and **-20 bps margin dilution**) due to sustained investment activity behind global priority brands, in particular Aperol

SG&A

- SG&A increase (+6.4% in value) ahead of sales, leading to **-30 bps margin dilution**, mainly driven by the strengthening of central structures

> FX & Perimeter: Negative perimeter effect

> EBIT margin: **EBIT margin** up to **17.7% in FY 2019**

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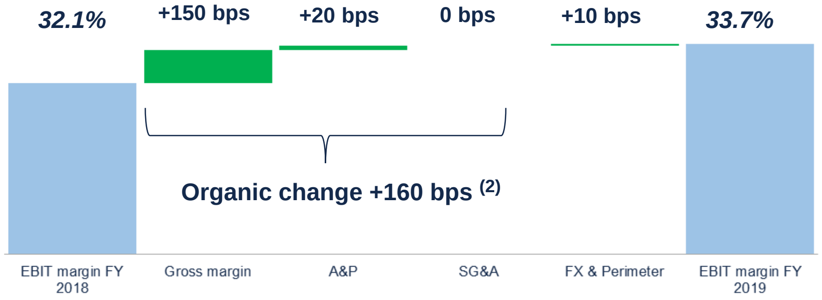
(1) EBIT adjusted
(2) Bps rounded to the nearest ten

EBIT (1) by region - NCEE

	FY 2019		FY 2018		Reported change	Organic change
	€ million	% of sales	€ million	% of sales	%	%
Net sales	393.8	100.0%	358.9	100.0%	+9.7%	+8.8%
Gross profit	248.5	63.1%	220.7	61.5%	+12.6%	+11.4%
A&P	(55.6)	-14.1%	(51.3)	-14.3%	+8.4%	+7.5%
SG&A	(60.0)	-15.2%	(54.4)	-15.2%	+10.3%	+9.0%
EBIT (1)	**132.9**	**33.7%**	**115.1**	**32.1%**	**+15.5%**	**+14.3%**



> Organic change: **EBIT adjusted organic growth of +14.3%**, well ahead of sales growth, leading to **+160bps margin accretion**
Key drivers:

Gross Profit
- Growth (**+11.4% in value**) ahead of sales (**+150 bps margin accretion**), driven by **strong sales mix improvement by brand** and **by market,** led by the positive performance of the **high-margin aperitif portfolio** (**in particular Aperol**) in core high-margin markets such as **Germany, the UK, Switzerland** and **Austria**

A&P
- A&P growing (+7.5% in value) below topline, leading to **+20 bps** margin accretion

SG&A
- SG&A increase (+9.0% in value) slightly ahead of sales, broadly neutral on margin

> FX & Perimeter: Negligible FX and perimeter effect

> EBIT margin: **EBIT margin** up to **33.7% in FY 2019**

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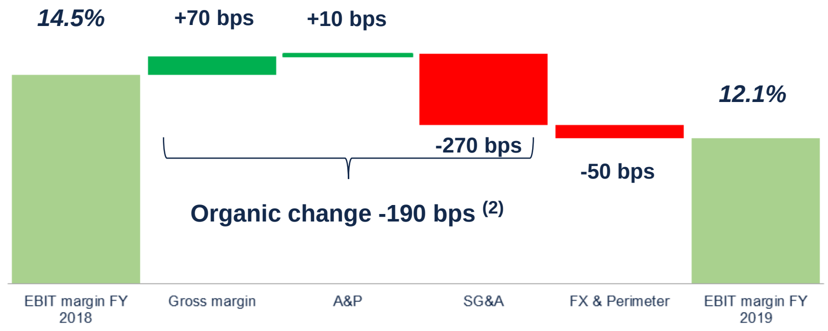
(1) EBIT adjusted
(2) Bps rounded to the nearest ten

EBIT [1] by region - Asia Pacific

	FY 2019		FY 2018		Reported change	Organic change
	€ million	% of sales	€ million	% of sales	%	%
Net sales	128.5	100.0%	128.3	100.0%	+0.2%	+0.8%
Gross profit	60.0	46.6%	59.6	46.5%	+0.5%	+2.4%
A&P	(17.8)	-13.9%	(17.9)	-14.0%	-0.4%	+0.1%
SG&A	(26.5)	-20.6%	(23.1)	-18.0%	+15.1%	+16.2%
EBIT [1]	**15.6**	**12.1%**	**18.7**	**14.5%**	**-16.5%**	**-12.5%**



> Organic change: **EBIT adjusted organic decline of -12.5%**, leading to a dilution of -190 bps. Key drivers:

Gross Profit
- Growth (**+2.4% in value**) ahead of topline, leading to **+70 bps margin accretion**, driven by positive sales mix in **Australian market** which fully offset the lower contribution from the Japanese market following destocking ahead of route-to-market change which impacted high margin brands (Campari and Wild Turkey)

A&P
- A&P flattish, **+10 bps margin accretion**

SG&A
- **SG&A** increase (+16.2% in value) above topline, generating **-270 bps margin dilution**, driven by **lower absorption of fixed costs** given the **contained topline growth** combined with the enhancement **of the region's commercial structures** and **provisions** in connection with the **regional headquarters** move to **Singapore**

> FX & Perimeter: Negative FX effect largely driven by weakness in the Australian Dollar vs. Euro and neglectable perimeter impact

> EBIT margin: **EBIT margin** down to **12.1% in FY 2019**

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(1) EBIT adjusted
(2) Bps rounded to the nearest ten

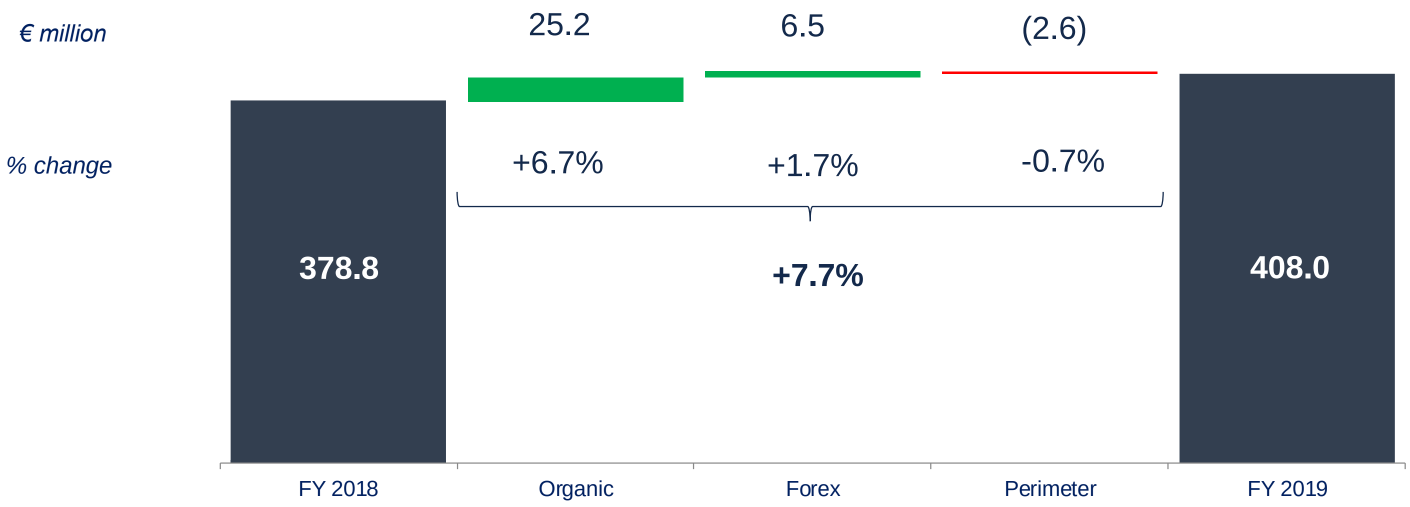
Table of contents

FY 2019 consolidated P&L

	FY 2019		FY 2018		FY 2019				
	FY 2019		FY 2018		Reported change	Organic margin accretion/ (dilution)	Organic change	Forex impact	Perimeter effect
	€ million	% of sales	€ million	% of sales	%	(bps) [3]	%	%	%
Net Sales	**1842.5**	**100.0%**	**1711.7**	**100.0%**	**7.6%**		**5.9%**	**2.1%**	**-0.4%**
COGS [1]	(721.3)	-39.1%	(683.6)	-39.9%	5.5%		4.3%	2.0%	-0.8%
Gross Profit	**1121.2**	**60.9%**	**1028.1**	**60.1%**	**9.1%**	**60**	**7.0%**	**2.2%**	**-0.1%**
A&P	(319.9)	-17.4%	(289.2)	-16.9%	10.6%	-30	7.7%	2.8%	0.1%
Contribution after A&P	**801.3**	**43.5%**	**738.9**	**43.2%**	**8.5%**	**30**	**6.7%**	**1.9%**	**-0.2%**
SG&A [2]	(393.3)	-21.3%	(360.1)	-21.0%	9.2%	-20	6.8%	2.1%	0.3%
EBIT adjusted	**408.0**	**22.1%**	**378.8**	**22.1%**	**7.7%**	**20**	**6.7%**	**1.7%**	**-0.7%**
Operating adjustments	(21.7)	-1.2%	1.9	0.1%	-				
Operating profit (EBIT)	**386.3**	**21.0%**	**380.7**	**22.2%**	**1.5%**				
Net financial income (charges)	(33.0)	-1.8%	(33.8)	-2.0%	-2.4%				
Adjustments to financial income (charges)	5.8	0.3%	1.8	0.1%	-				
Proft (loss) related to companies valued at equity	0.1	0.0%	(0.2)	0.0%	-				
Put option, earn out income (charges) and hyperinflation effects	(4.7)	-0.3%	2.3	0.1%	-				
Group pre-tax profit	**354.6**	**19.2%**	**350.8**	**20.5%**	**1.1%**				
Group pre-tax profit adjusted	**370.4**	**20.1%**	**347.1**	**20.3%**	**6.7%**				
Income Tax expense	(46.2)	-2.5%	(54.5)	-3.2%	-15.1%				
Net Profit	308.4	16.7%	296.3	17.3%	4.1%				
Non-controlling interests	0.0	0.0%	0.0	0.0%	-				
Group net profit	**308.4**	**16.7%**	**296.3**	17.3%	4.1%				
Group net profit adjusted	**267.4**	**14.5%**	**249.3**	**14.6%**	**7.3%**				
Depreciation & Amortisation	(71.8)	-3.9%	(53.8)	-3.1%	33.4%	-70	30.1%	1.8%	1.5%
EBITDA adjusted	**479.8**	**26.0%**	**432.6**	**25.3%**	**10.9%**	90	**9.6%**	**1.7%**	**-0.4%**
EBITDA	**458.1**	**24.9%**	**434.5**	**25.4%**	**5.4%**				

(1) COGS = cost of materials, production and logistics expenses
(2) SG&A = selling, general and administrative expenses
(3) Bps rounded to the nearest ten

EBIT adjusted – summary effects



> **EBIT adjusted**: on a **reported** basis up **+7.7% in value**, stable at 22.1% on net sales, in line with last year

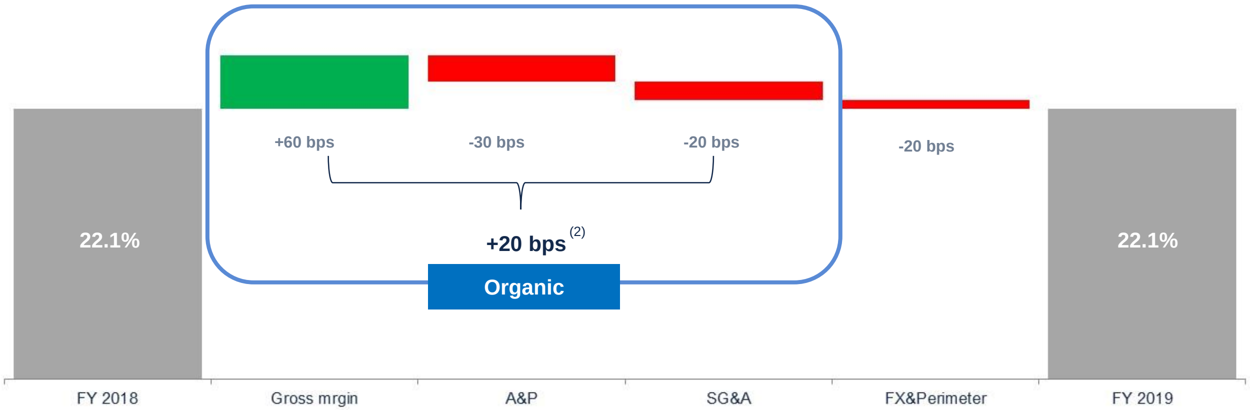
- **Organic** growth of **+6.7% in value**, above topline growth, generating **+20 bps** margin accretion, thanks to solid organic gross margin accretion, net of investments in marketing and structure costs. The adoption of IFRS16-'Leases' accounting principle from 1 January 2019 generated a positive effect of €1.4 million
- **Forex and perimeter** combined effect of **+1.0% in value**, corresponding to **-20 bps** margin dilution

> **EBITDA adjusted**: on a **reported** basis up **+10.9% in value**, to 26.0% on net sales. The increase includes a positive effect generated by the adoption of **IFRS 16-'Leases'** of **€15.0 million**, driven by the incremental depreciation on the rights of use

- **Organic** growth of **+9.6% in value**, leading to **+90 bps** margin accretion
- **Forex and perimeter** combined effect of **+1.3% in value**, **-10 bps** margin dilution

(1) Bps rounded to the nearest ten

EBIT adjusted margin - key drivers



- **Gross profit**: on a **reported** basis up **+9.1% in value**, to 60.9% on sales (**+80 bps accretion**):
  - **Organic** growth of **+7.0% in value**, **+60 bps margin expansion**. Organic growth ahead of topline thanks to **favourable sales mix by brand and market**, despite the **increasingly adverse agave purchase price**, the lower contribution of some high-margin brands in selected markets due to destocking ahead of route-to-market change (mainly Japan) and the dilutive effect of emerging market recovery
  - **Forex and perimeter** combined effect of **+2.1% in value**, **+20 bps** margin expansion, driven by termination of low-margin agency brands. The overall impact from new acquisitions was limited

- **A&P**: on a **reported basis up +10.6% in value**, to 17.4% on net sales (**-50 bps dilution**)
  - **Organic** growth of **+7.7% in value**, above topline growth leading to **-30 bps** margin dilution, reflecting higher marketing investments particularly behind global brands, such as Aperol, Campari and the Jamaican rum portfolio, as well as selected Regional Priority brands, such as Espolòn
  - **Forex and perimeter** combined effect of **+2.9% in value**, **-20 bps** margin dilution, driven by the termination of low A&P-intensity agency brands

- **SG&A**: on a **reported** basis up **+9.2% in value**, to 21.3% on net sales (**-30 bps dilution**)
  - **Organic** growth of **+6.8% in value**, above topline growth, leading to **-20 bps** margin dilution, mainly due to the strengthening of on-premise commercial capabilities in selected markets
  - **Forex and perimeter** combined effect of **+2.5% in value**, **-10 bps** margin dilution, primarily driven by the deconsolidation of businesses carrying no structure costs

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(1) Rhumantilles from October 2019 and Ancho Reyes and Montelobos from 20 November 2019
(2) Bps rounded to the nearest ten

Group pre-tax profit

Financial charges

	FY 2019		FY 2018		Reported change
	€million	% of sales	€million	% of sales	%
EBIT adjusted	408.0	22.1%	378.8	22.1%	7.7%
Operating adjustments	(21.7)	-1.2%	1.9	0.1%	-
Operating profit = EBIT	**386.3**	**21.0%**	**380.7**	**22.2%**	**1.5%**
Net financial income (charges)	(33.0)	-1.8%	(33.8)	-2.0%	-2.4%
Adjustments to financial income (charges)	5.8	0.3%	1.8	0.1%	-
Proft (loss) related to companies valued at equity	0.1	0.0%	(0.2)	0.0%	-
Put option, earn out income (charges) and hyperinflation effects	(4.7)	-0.3%	2.3	0.1%	-
Group pre-tax profit	**354.6**	19.2%	**350.8**	20.5%	**1.1%**
Group pre-tax profit adjusted	**370.4**	20.1%	**347.1**	20.3%	**6.7%**

- **Negative operating adjustments** of **€21.7 million,** mainly attributable to restructuring projects (incl. outsourcing initiatives)
- **Net financial charges were €33.0 million in FY 2019**, aligned vs. last year, reflecting the lower average indebtedness (€865.8 million in FY 2019 vs €925.4 million in FY 2018) which compensated the effect of first time adoption of IFRS16-'Leases' (€3.4 million additional interest charges)
- **Average cost of net debt at 4.1%**[(1)] in FY2019, up from 3.3% in FY 2018, mainly attributable to the first time application of IFRS16-'Leases' and the significant negative carry effect
- **Group pre-tax profit** was **€354.6 million**, up +1.1% in FY 2019
- **Group pre-tax profit adjusted** [(2)] was **€370.4 million**, up +6.7% in FY 2019

(1) Calculated based on net financial income (charges) over average financial debt
(2) In FY 2019, net negative operating and financial adjustments of €(15.8) million, mainly attributable to restructuring projects. This compares with the net positive operating and financial adjustment of €3.7 million in FY 2018.

Group net profit adjusted

Tax rate and EPS

€ million	Actual FY 2019	Actual FY 2018	Reported change
EBIT adjusted	408.0	378.8	7.7%
Recurring net financial charges	(33.0)	(33.8)	-
Put option costs and others	(4.6)	2.1	-
Pretax profit adjusted	**370.4**	**347.1**	**6.7%**
Total recurring taxes, of which:	**(103.1)**	**(97.8)**	**-**
- Recurring cash tax	*(87.2)*	*(81.3)*	-
- Goodwill deferred tax	*(15.8)*	*(16.5)*	-
Group net profit adjusted	**267.4**	**249.3**	**7.3%**
Recurring cash tax rate	***-23.5%***	***-23.4%***	**-**
Recurring effective tax rate	***-27.8%***	***-28.2%***	**-**
Total adjustments net, of which	41.0	47.0	-
- Operating adjustments	*(21.7)*	*1.9*	-
- Financial adjustments	*5.8*	*1.8*	-
- Patent box	*25.4*	*26.0*	-
- Fiscal effects on adjustments	*5.4*	*12.6*	-
- Other fiscal adjustments	*26.0* (1)	*4.8*	-
Group net profit	**308.4**	**296.3**	**4.1%**
Reported tax rate	***-13.0%***	***-15.5%***	**-**
Basic earnings per share (€) adjusted (2)	**0.23**	**0.22**	**-**

(1) Partial release of provisions related to uncertain tax risks for €47.8 million (IFRIC 23), net of increase in deferred tax liability on future dividend distribution for €(21.8) million (IAS12)
(2) EPS calculation based on weighted average outstanding shares (net of own shares) of 1,144,315,926 shares in FY2019 (vs. 1,154,903,852 shares in FY2018)

> **Group net profit adjusted at €267.4 million**, up +7.3%:
- **Recurring effective tax rate at 27.8%** in FY 2019, down from 28.2% in FY 2018
- Adjusting the recurring effective tax rate for the goodwill deferred taxes (broadly in line with last year), recurring **cash tax rate at 23.5%** in FY 2019, broadly in line with FY 2018

> **Reported tax rate of 13.0% reflecting total net adjustments** amounted to **€41.0 million** in FY 2019, which included €25.4 million Patent Box benefit

> Cumulated Patent Box benefit in 2014-2019 of €96.2 million

> **Recurring effective tax rate down by 480 basis points from 32.6% to 27.8% in 2016-2019**

Table of contents

Free cash flow

	FY 2019		FY 2018		Δ FY19 vs. FY18		Δ FY19 vs. FY18	
	Total	*Recurring*	Total	*Recurring*	Total		*Recurring*	
	€ m	€ m	€ m	€ m	€ m	%	*€ m*	%
EBITDA adjusted	**479.8**	**479.8**	**432.6**	**432.6**	**47.2**	**10.9%**	***47.2***	***10.9%***
Taxes paid	(45.3)	(81.1)	(48.5)	(72.5)	3.2		*(8.6)*	
Change in OWC (at constant FX and perimeter)	(29.6)	(29.6)	(25.5)	(25.5)	(4.1)		*(4.1)*	
Financial income (expense), of which	(22.1)	(27.9)	(21.0)	(22.8)	(1.0)		*(5.1)*	
Net interest paid	*(27.9)*	*(27.9)*	*(22.8)*	*(22.8)*	*(5.1)*		*(5.1)*	
Financial adjustments	*5.8*	*0.0*	*1.8*	*0.0*	*4.0*		*0.0*	
Capex (1)	(82.4)	(61.1)	(70.9)	(49.7)	(11.5)		*(11.4)*	
Other non-cash items (2)	(41.9)	(12.8)	(31.0)	5.7	(10.9)		*(18.5)*	
Free Cash Flow (FCF)	**258.5**	**267.3**	**235.6**	**267.7**	**22.8**	**9.7%**	***(0.5)***	***-0.2%***

(1) Recurring capex refers to maintenance capex

(2) Other non-cash items mainly attributable to provision for restructuring projects, incentive plans, net use of funds

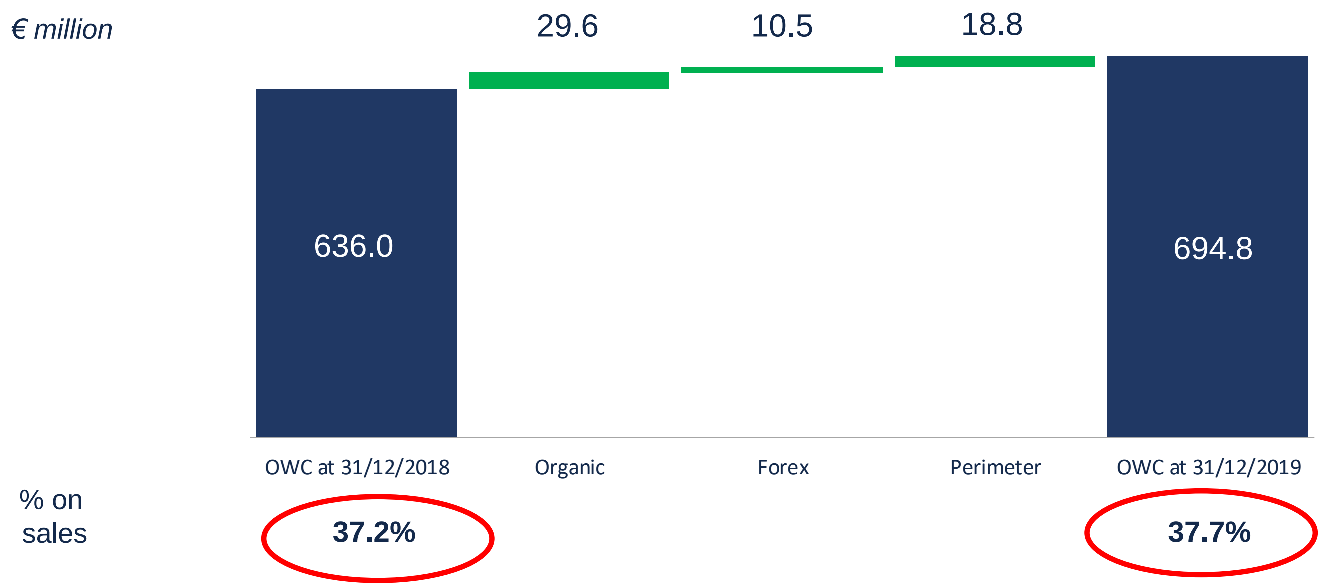
> **Free cash flow at €258.5 million**, up €22.8 million vs. FY 2018. **Recurring free cash flow at €267.3 million**, broadly unchanged vs. FY 2018. Key drivers:

- Increase of EBITDA adjusted of €47.2 million, partially due to the first time application of IFRS16-'Leases'
- **Taxes paid** of €45.3 million in FY 2019 after non-recurring tax benefits ('Patent Box') and fiscal effects on adjustments. **Recurring taxes** at **€81.1 million** in FY 2019
- **OWC increase** of **€29.6 million** in FY 2019 (vs. increase of €25.5 million in FY 2018) (1)
- **Financial expenses** of **€22.1 million** in FY 2019, of which **recurring financial expenses** of **€27.9 million**
- **Capex of €82.4 million** in FY 2019, of which **recurring capex** of **€61.1 million**
- Negative impact from other non-cash items of €(41.9) million in FY 2019, mainly due to provisions release for restructuring projects. Recurring at €(12.8) million in FY 2019

> **Recurring FCF/EBITDA adjusted ratio at 55.7% in FY 2019 (from 61.9% in FY 2018)**

(1) Refer to annex 9 'Operating working capital' for details

Operating working capital(1)



> **OWC increase of €58.8 million** as of 31 December 2019 vs. 31 December 2018. Key drivers:

- **Organic increase of €29.6 million**, due to:
  - Increase in inventory of **€23.7 million**, of which ageing liquid increase of €19.1 million
  - Increase in payables of **€13.3 million**
  - Increase in receivables of **€19.2 million**
- Forex impact of **€10.5 million**
- Perimeter effect of **€18.8 million**, driven by the recent acquisitions of Rhumantilles, Ancho Reyes and Montelobos

> **OWC as % of net sales at 37.7%** as of 31 December 2019, up from 37.2% as of 31 December 2018, mainly due to the disproportional effect of consolidating the two recent acquisitions as mentioned above (closed in Q4 2019). Excluding the effect of the acquisitions, the pro-forma **OWC as % of net sales** would be at **36.7%**

(1) Refer to annex 9 'Operating working capital' for details

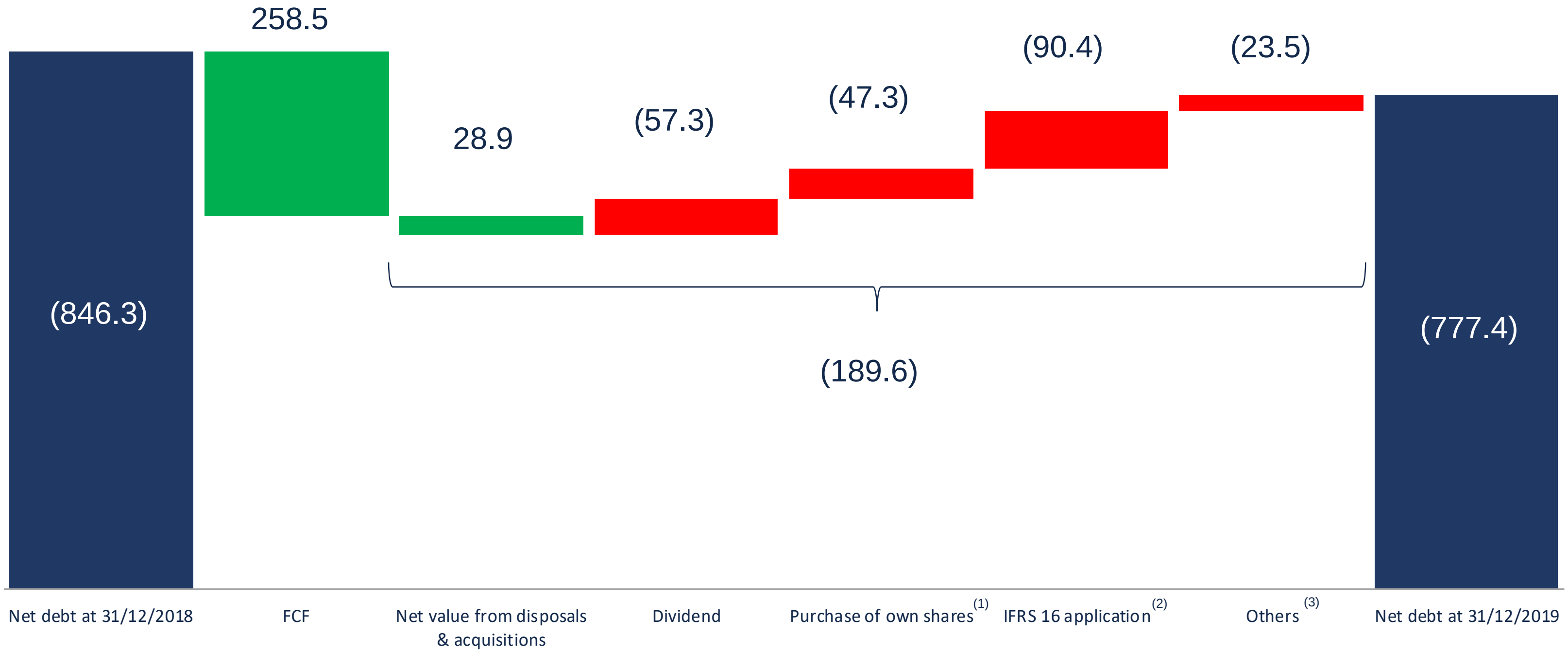
CAPEX

€ million	FY 2018 actual	FY 2019 actual	FY 2020 guidance
Maintenance capex (net of barrel disposal)	**49.7**	**61.1**	**64**
Extraordinary capex (incl.new offices, brand houses and other projects)	**21.2**	**21.3**	**30**
Total capex	**70.9**	**82.4**	**94**

- **Total capex investment was equal to €82.4 million**, of which:
  - **€61.1 million maintenance capex**
  - €21.3 million extraordinary capex

- For FY 2020, **maintenance capex is expected at approximately €64 million** and extraordinary capex at approximately €30 million reflecting investments on extra projects (incl. brand houses and other projects)

Strong FCF generation driving €68.9 million reduction in net financial debt



- **Net financial debt** at **€777.4 million** as of **31 December 2019**, down **€68.9 million** from €846.3 million as of 31 December 2018, driven by **strong generation of cash flow**, net of the acquisition of Rhumantilles and Ancho Reyes & Montelobos, the disposal of Villa Les Cèdres (4) and after the dividend payment, the net purchase of own shares and the effect of IFRS16-'Leases' application
- **Net debt to EBITDA adjusted ratio at 1.6 times as of 31 December 2019** (down from 2.0 times (5) as of 31 December 2018)

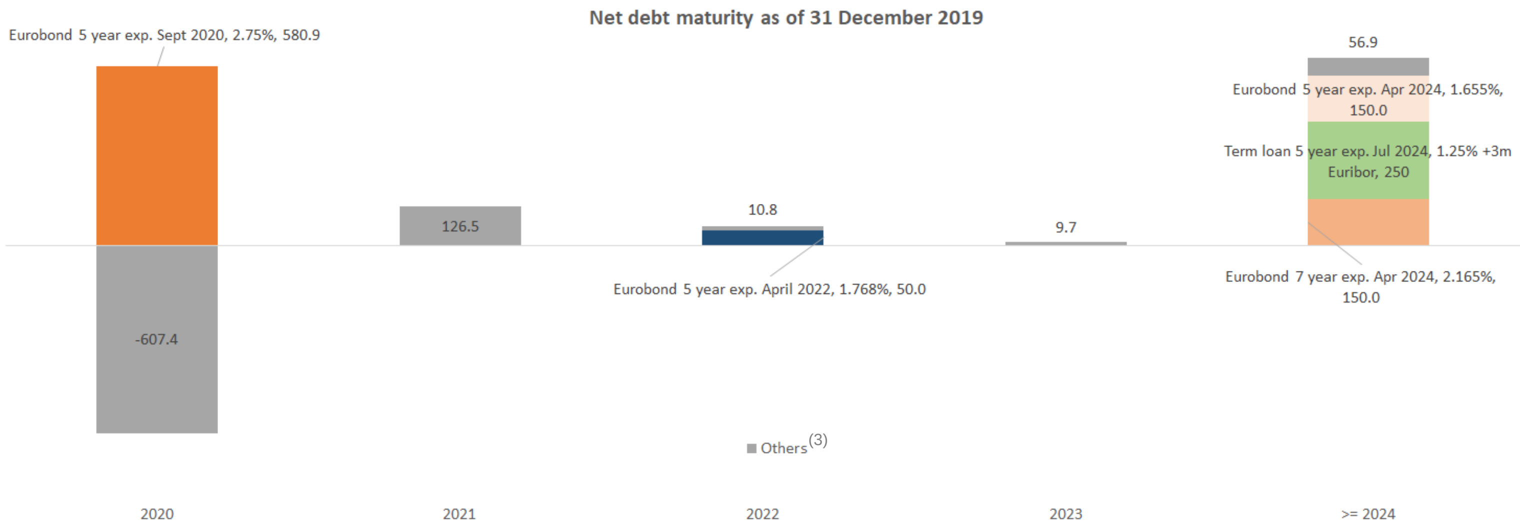
(1) Purchase of own shares net of sale of shares for stock option exercises
(2) Including the effect of the first-time application of IFRS16-'Leases' of €(81.4) million (as of 1 January 2019) as well as the net effect generated during the year relating to lease contracts
(3) Mainly related to FX and earn-out
(4) Impacting the net financial debt as of 31 December 2019 by €141.9 million, of which €60.1 million related to tax to be paid in 2020 (to impact net financial debt of 2020)
(5) Calculated based on the same criteria adopted for the ratio of 31 December 2019

Debt maturity[1]

> **Net debt** of **€777.4 million** as of **31 December 2019**

> **Long-term gross debt at €600 million**[2]

- Overall long-term gross debt **average coupon at 1.62%**
- **Fixed interest rate** debt accounts for **c. 58%** of the overall long-term gross debt



(1) Refer to annex 8 Financial debt details

(2) €580.9 million Eurobond expiring in September 2020 reclassified as short-term debt

(3) Includes Lease Debt arising from the adoption of IFRS16-'Leases'

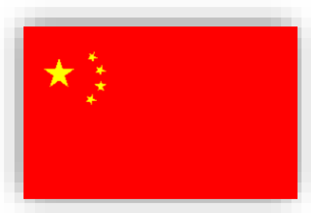
Table of contents

Business developments in Asia in 2020

Singapore - New Asia Pacific Regional Headquarters

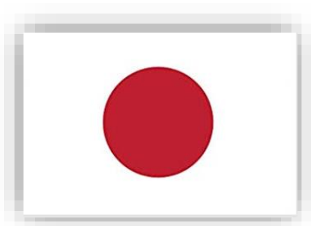
- The Group will relocate its **Asia Pacific Regional Headquarters** from Sydney to **Singapore** in spring 2020
- With a **prime and centric location** within the region, the move to Singapore will allow the Group to **better focus on the growth opportunities in the region** and **facilitate closer connections** between the region and the other business units of the Group

China - Market exploration for Aperol



- The Group will engage in **exploratory initiatives** aimed to localize the **Aperol** global playbook to **China**
- This includes a series of **micro battles** for top potential channels in the on-premise to determine ‘where to play’ and ‘how to win’

Japan - Joint venture setup



- Campari will move from a third party market to a **newly established equity partnership** with a local premium spirits operator aimed at the development of marketing and sales activities of a **premium spirits portfolio**, including Campari brand, in the Japanese market. With an **initial stake of 40% of the J/V**, Campari Group has the right to purchase up to 100% of the J/V share capital starting from 2023
- Currently generating c.1% of Campari Group’s net sales, Japan is a key market for **Campari and Wild Turkey brands**, while representing a key opportunity for a wider super premium offering

Distribution developments in France

- In December 2019, the Group announced the signing for the acquisition of 100% of the French distributor **Baron Philippe de Rothschild France Distribution S.A.S. (‘RFD’),** which has been the exclusive distributor of Campari Group’s brand portfolio for the French market since 2009. It is also the **exclusive distributor** of a portfolio of premium and super-premium wine varieties in the French market, such as **Mouton Rothschild and Mouton Cadet brands**
- The deal is expected to close during the first quarter of 2020, **subject to customary antitrust approval**
- In 2018, RFD achieved reported sales of €145.1 million (under local GAAP), including the net sales of Campari Group own brands as well as third-party brands
- Accounting for **2.2% of the Group’s net sales** in FY2019, France is a core and high potential market for the Group, mainly thanks to the **aperitifs** business and the **newly acquired** rhum agricole premium brands
- By insourcing the distribution, the Group aims to **enhance focus on its core brand portfolio** in the French market

Campari Group’s presence in France - own portfolio

Core 3rd party brands (1)

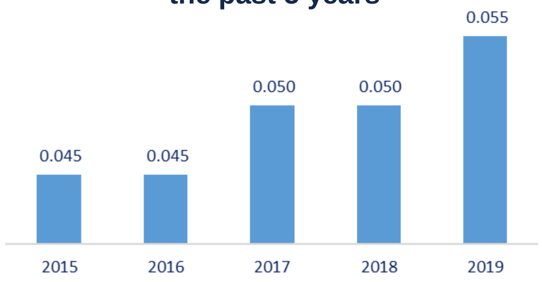
(1) Seller’s premium and super-premium portfolio of prestigious and renowned local and international wine varieties, such as Mouton Rothschild and Mouton Cadet brands, to be distributed by Campari Group upon the deal closing

Corporate actions and other resolutions

Dividend

> Increase in **proposed full year dividend to €0.055 per share**, **up +10.0% vs. last year**, in line with Company's dividend policy

Evolution of dividend per share (€) for the past 5 years

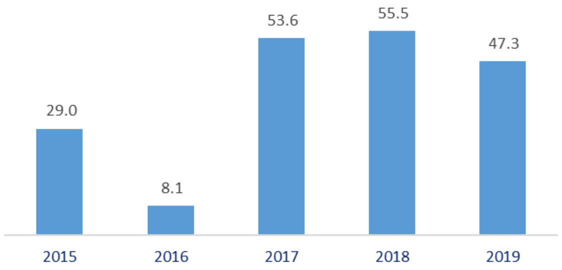


Share buy-back program

> **Continuation of share buy-back program to be implemented for an increased amount up to €350 million in twelve months**

- The increase of the buyback serves the purpose of implementing **the new Company's** policy of having a portfolio of treasury shares sufficient to **serve all outstanding stock options plans** as opposed to the vested ones only, in order to hedge the risk of the price increase of the shares underlying the options and, as a result, contain the overall outlay of the incentive plans (1)

Evolution of share buy-back, net in the past 5 years (€ million)



Transfer of the registered office of Davide Campari-Milano S.p.A. to the Netherlands and enhancement of current increased voting mechanism

> Transaction aimed at **encouraging a capital structure more supportive of the Group's external growth strategy** in the long run and **rewarding a shareholder base with a long term investment horizon**, **in line with the Group's strategic guidance** (2)

(1) Additional details on the program will be communicated before the commencement of the purchases

(2) Refer to related Company's announcement of 18 February 2020

Conclusion and Outlook

> In **FY 2019**, the Group delivered **sustained performance** across **sales** and **profit indicators** despite **selective destocking** and **negative agave price effect**, thanks to continuous **sales mix improvement** driven by **outperformance of key high-margin brands in core developed markets**

> Looking forward**, for FY 2020**, the outlook remains fairly **balanced in terms of risks** and **opportunities:**

- The **positive underlying business momentum** is expected to continue, driven by the combinations of key high-margin brands in core developed markets. **The tail-end effect** of the **destocking activities**, linked to route-to-market changes, is expected to **impact the first half of the year**, on top of a **tough comparison base**
- **Positive evolution of EBIT organic performance by value** is expected. **While the margin development** is expected to reflect **agave's increasingly elevated purchase price, the import tariff imposed by the US** as well as **investments in brand building** and **route-to-market initiatives** for business long-term development
- Perimeter effect is to reflect the **recent acquisitions** as well as the agreement related to the **acquisition of the French distributor** (subject to Antitrust approval) while FX is to be impacted by **volatile macro environment**

The Group remains confident in delivering a positive performance across all key business indicators in 2020

Table of contents

Net sales by region & key market

	FY 2019		FY 2018		Change	of which:			Q4 2019
	€ m	%	€ m	%	%	organic	perimeter	forex	organic
Americas	821.5	44.6%	744.7	43.5%	10.3%	5.8%	-0.1%	4.5%	4.3%
Southern Europe, Middle East & Africa	498.7	27.1%	479.8	28.0%	3.9%	5.3%	-1.3%	-0.1%	-1.8%
North, Central & Eastern Europe	393.8	21.4%	358.9	21.0%	9.7%	8.8%	0.0%	1.0%	9.9%
Asia Pacific	128.5	7.0%	128.3	7.5%	0.2%	0.8%	0.0%	-0.7%	0.6%
Total	**1,842.5**	**100.0%**	**1,711.7**	**100.0%**	**7.6%**	**5.9%**	**-0.4%**	**2.1%**	**3.6%**

Region breakdown by key market

Americas by market

	FY 2019		FY 2018		Change	of which:			Q4 2019
	€ m	%	€ m	%	**%**	organic	perimeter	forex	organic
USA	495.1	60.3%	445.6	59.8%	11.1%	5.3%	0.0%	5.8%	3.3%
Jamaica	108.0	13.1%	90.1	12.1%	19.8%	17.6%	-0.2%	2.4%	18.3%
Canada	58.0	7.1%	54.8	7.4%	5.7%	2.6%	0.0%	3.1%	0.8%
Brazil	52.0	6.3%	51.5	6.9%	0.8%	3.3%	0.0%	-2.4%	-2.4%
Mexico	41.8	5.1%	37.8	5.1%	10.6%	5.9%	-0.8%	5.6%	13.7%
Other countries	66.7	8.1%	64.8	8.7%	2.9%	-1.9%	-0.1%	4.9%	-5.4%
Americas	**821.5**	**100.0%**	**744.7**	**100.0%**	**10.3%**	**5.8%**	**-0.1%**	**4.5%**	**4.3%**

Net sales by region & key market

Southern Europe, Middle East & Africa by market

	FY 2019		FY 2018		Change	of which:			Q4 2019
	€ m	%	€ m	%	%	organic	perimeter	forex	organic
Italy	367.0	73.6%	356.1	74.2%	3.1%	5.8%	-2.7%	0.0%	-0.7%
France	40.3	8.1%	33.7	7.0%	19.5%	14.2%	5.3%	0.0%	28.2%
GTR	30.1	6.0%	29.6	6.2%	1.4%	4.1%	-2.6%	-0.1%	18.6%
Other countries	61.3	12.3%	60.3	12.6%	1.7%	-2.0%	4.2%	-0.6%	-28.9%
Southern Europe, Middle East & Africa	**498.7**	**100.0%**	**479.8**	**100.0%**	**3.9%**	**5.3%**	**-1.3%**	**-0.1%**	**-1.8%**

North, Central & Eastern Europe by market

	FY 2019		FY 2018		Change	of which			Q4 2019
	€ m	%	€ m	%	%	organic	perimeter	forex	organic
Germany	172.6	43.8%	167.2	46.6%	3.3%	3.3%	0.0%	0.0%	-2.2%
Russia	55.9	14.2%	48.9	13.6%	14.4%	11.9%	0.0%	2.5%	12.3%
United Kingdom	46.2	11.7%	32.8	9.2%	40.8%	39.6%	0.0%	1.2%	67.8%
Other countries	119.0	30.2%	110.0	30.6%	8.2%	6.5%	-0.1%	1.8%	9.7%
North, Central & Eastern Europe	**393.8**	**100.0%**	**358.9**	**100.0%**	**9.7%**	**8.8%**	**0.0%**	**1.0%**	**9.9%**

Asia Pacific by market

	FY 2019		FY 2018		Change	of which			Q4 2019
	€ m	%	€ m	%	%	organic	perimeter	forex	organic
Australia	88.4	68.7%	88.3	68.8%	0.1%	2.0%	0.0%	-1.9%	-1.3%
Other countries	40.2	31.3%	40.1	31.2%	0.3%	-1.8%	0.0%	2.1%	5.5%
Asia Pacific	**128.5**	**100.0%**	**128.3**	**100.0%**	**0.2%**	**0.8%**	**0.0%**	**-0.7%**	**0.6%**

Net sales by brand cluster

Consolidated Net sales by brand

	FY 2019		FY 2018		Change	of which:			Q4 2019
	€ m	%	€ m	%	%	organic	perimeter	forex	organic
Global Priorities	1,048.5	56.9%	955.4	55.8%	9.7%	7.3%	0.0%	2.5%	4.7%
Regional Priorities	309.2	16.8%	287.9	16.8%	7.4%	4.3%	1.1%	2.1%	2.6%
Local Priorities	211.5	11.5%	208.1	12.2%	1.6%	1.8%	0.1%	-0.2%	-6.5%
Rest of portfolio	273.2	14.8%	260.4	15.2%	4.9%	6.2%	-3.9%	2.6%	9.0%
Total	**1,842.5**	**100.0%**	**1,711.7**	**100.0%**	**7.6%**	**5.9%**	**-0.4%**	**2.1%**	**3.6%**

Q4 2019 Consolidated income statement

	Q4 2019		Q4 2018		Reported change	Organic change	Forex impact	Perimeter effect
	€ million	% of sales	€ million	% of sales	%	%	%	%
Net Sales	**538.7**	**100.0%**	**511.1**	**100.0%**	**5.4%**	**3.6%**	**1.0%**	**0.8%**
COGS [(1)]	(226.1)	-42.0%	(214.9)	-42.0%	5.2%	3.3%	0.3%	1.6%
Gross Profit	**312.6**	**58.0%**	**296.2**	**58.0%**	**5.5%**	**3.8%**	**1.5%**	**0.2%**
A&P	(87.6)	-16.3%	(78.4)	-15.3%	11.8%	9.8%	1.7%	0.3%
Contribution after A&P	**225.0**	**41.8%**	**217.9**	**42.6%**	**3.3%**	**1.6%**	**1.4%**	**0.2%**
SG&A [(2)]	(105.0)	-19.5%	(98.2)	-19.2%	6.9%	4.2%	1.4%	1.3%
EBIT adjusted	**120.0**	**22.3%**	**119.6**	**23.4%**	**0.3%**	**-0.5%**	**1.4%**	**-0.7%**
Operating adjustments	(7.8)	-1.4%	(10.5)	-2.0%	-			
Operating profit (EBIT)	**112.2**	**20.8%**	**109.1**	**21.4%**	**2.8%**			
Financial income (charges)	(7.6)	-1.4%	(11.4)	-2.2%	-33.4%			
Financial adjustments	5.8	1.1%	0.2	0.0%	-			
Proft (loss) related to companies valued at equity	(0.0)	0.0%	(0.1)	0.0%	-			
Put option, earn out income (charges) and hyperinflation effects	(1.0)	-0.2%	3.5	0.7%	-			
Profit before taxes and non-controlling interests	**109.5**	**20.3%**	**101.4**	**19.8%**	**7.9%**			
Other Information								
Depreciation&Amortisation	(19.5)	-3.6%	(13.1)	-2.6%	48.7%	41.6%	1.1%	6.1%
EBITDA adjusted	**139.5**	**25.9%**	**132.8**	**26.0%**	**5.1%**	**3.7%**	**1.4%**	**0.0%**
EBITDA	**131.7**	**24.5%**	**122.3**	**23.9%**	**7.7%**			

(1) COGS = cost of materials, production and logistics expenses
(2) SG&A = selling, general and administrative expenses

CAMPARI GROUP

Reclassified balance sheet

Invested capital and resources

€ million	31 December 2019	31 December 2018	Change
Inventories and current biological assets	618.6	566.1	52.5
Trade receivables	316.9	285.9	31.0
Trade payables	(240.7)	(216.0)	(24.7)
Operating working capital	**694.8**	**636.0**	**58.8**
Tax credits	18.7	22.4	(3.7)
Other receivables and current assets	44.7	32.3	12.4
Assets held for sale	5.3	7.8	(2.5)
Other current assets	**68.7**	**62.6**	**6.1**
Payables for taxes	(75.1)	(13.9)	(61.1)
Other current liabilities	(141.5)	(153.3)	11.8
Liabilities held for sale	-	-	-
Other current liabilities	**(216.5)**	**(167.2)**	**(49.3)**
Defined benefit obligations	(33.4)	(31.6)	(1.8)
Deferred tax liabilities	(386.1)	(368.2)	(17.9)
Deferred tax assets	37.5	38.4	(0.9)
Other non-current assets	8.2	8.1	0.0
Other non-current liabilities	(67.6)	(131.6)	63.9
Other net non-current assets / liabilities	**(441.4)**	**(484.8)**	**43.4**
Net tangible fixed assets	581.9	578.2	3.6
Intangible assets, including goodwill & trademarks	2,481.1	2,383.9	97.2
Equity investments	0.5	0.4	0.1
Total fixed assets	**3,063.5**	**2,962.5**	**101.0**
Invested capital	**3,169.0**	**3,009.1**	**159.9**
Group shareholders' equity	2,389.7	2,162.8	226.9
Non-controlling interests	1.9	0.0	1.9
Net financial debt	777.4	846.3	(68.9)
Financing sources	**3,169.0**	**3,009.1**	**159.9**

% Net debt on equity	**32.5%**	**39.1%**

Consolidated balance sheet (1 of 2)

Assets

	31 December 2019 € million	31 December 2018 € million	Change
ASSETS			
Non-current assets			
Net tangible fixed assets	496.4	454.4	42.0
Right of use assets	80.5	-	80.5
Biological assets	3.9	1.0	2.9
Investment properties	1.1	122.8	(121.7)
Goodwill and brands	2,431.8	2,341.0	90.8
Intangible assets with a finite life	49.3	42.9	6.4
Investments in associates and joint ventures	0.5	0.4	0.1
Deferred tax assets	37.5	38.4	(0.9)
Other non-current asssets	22.8	23.9	(1.1)
Total non-current assets	**3,123.8**	**3,024.9**	**98.9**
Current assets			
Inventories	617.7	565.3	52.5
Biological assets	0.9	0.8	0.0
Trade receivables	316.9	286.0	30.9
Short-term financial receivables	8.3	29.1	(20.8)
Cash and cash equivalents	704.4	613.9	90.5
Income tax receivables	18.7	22.4	(3.7)
Other receivables	44.7	32.3	12.4
Total current assets	**1,711.6**	**1,549.8**	**161.8**
Assets held for sale	5.3	7.8	(2.5)
Total assets	**4,840.7**	**4,582.5**	**258.2**

Consolidated balance sheet (2 of 2)

Liabilities

	31 December 2019 € million	31 December 2018 € million	Change
LIABILITIES AND SHAREHOLDERS' EQUITY			
Shareholders' equity			
- Share capital	58.1	58.1	-
- Reserves	2,331.6	2,104.7	226.9
Capital and reserves attributable to Parent Company	2,389.7	2,162.8	226.9
Non-controlling interests	1.9	-	**1.9**
Total shareholders' equity	**2,391.6**	**2,162.8**	**228.8**
Non-current liabilities			
Bonds	349.4	778.7	(429.4)
Other non-current liabilities	476.4	463.7	12.7
Post-employment benefit obligations	33.4	31.6	1.8
Provisions for risks and charges	51.4	118.7	(67.2)
Deferred tax liabilities	386.1	368.2	17.9
Total non-current liabilities	**1,296.7**	**1,760.9**	**(464.2)**
Current liabilities			
Payables to banks	31.0	4.5	26.5
Bonds	580.0	218.6	361.4
Other financial liabilities	84.3	52.5	31.8
Trade payables	240.7	216.0	24.7
Income tax payables	75.1	13.9	61.1
Other current liabilities	141.5	153.4	(11.9)
Total current liabilities	**1,152.5**	**658.9**	**493.6**
Liabilities held for sale	-	-	-
Total liabilities	**2,449.1**	**2,419.7**	**29.4**
Total liabilities and shareholders' equity	**4,840.7**	**4,582.6**	**258.2**

Reclassified cash flow statement

	31 December 2019 € million	31 December 2018 € million	Change € million
EBITDA Adjusted	**479.8**	**432.6**	**47.2**
Provisions and other changes from operating activities	(41.9)	(31.1)	(10.9)
Taxes paid	(45.3)	(48.5)	3.2
Cash flow from operating activities before changes in working capital	**392.5**	**353.0**	**39.5**
Changes in net operating w orking capital	(29.6)	(25.5)	(4.1)
Cash flow from operating activities	**363.0**	**327.5**	**35.5**
Net interests paid	(27.9)	(22.8)	(5.1)
Adjustments to financial income (charges)	5.8	1.8	4.0
Capital expenditure	(82.4)	(70.9)	(11.5)
Free cash flow	**258.5**	**235.6**	**22.9**
(Acquisition) disposal of companies or business division	110.8	22.2	88.6
Dividend paid out by the Parent Company	(57.3)	(57.5)	0.2
Other changes (incl. net puchase of ow n shares)	(54.3)	(62.0)	7.6
Total cash flow used in other activities	**(0.8)**	**(97.3)**	**96.4**
Exchange rate differences and other changes	(13.9)	(4.0)	(9.9)
Change in net financial position due to operating activities	**243.7**	**134.3**	**109.4**
Put option and earn-out changes	(77.6)	1.0	(78.7)
IFRS 16-'Leases' application	(81.4)	-	(81.4)
Increase in investments for lease right of use	(15.8)	-	(15.8)
Net cash flow of the period = change in net financial position	**68.9**	**135.3**	**(66.4)**
Net financial position at the beginning of the period	**(846.3)**	**(981.5)**	**135.3**
Net financial position at the end of the period	**(777.4)**	**(846.3)**	**68.9**

Cash flow statement (1 of 2)

€ million	31 December 2019	31 December 2018	Change
EBIT	386.3	380.7	5.7
Effects from applying hyperinflation accounting	4.5	3.0	1.5
Depreciation and amortisation	71.8	53.8	18.0
Gains and losses on sales of fixed assets	(2.5)	(3.0)	0.5
Gains on sales of business	-	(38.5)	38.5
Write-downs of tangible fixed assets, goodwill, trademark and busine	6.1	2.2	4.0
Accruals of provision	(15.7)	2.0	(17.7)
Use of provisions	(10.0)	5.3	(15.3)
Net change in Operating Working Capital	(29.6)	(25.5)	(4.1)
Income tax paid	(45.3)	(48.5)	3.2
Joint Venture profit	-	0.2	(0.2)
Other non-cash items	(2.7)	(3.9)	1.3
Cash flow generated from (used in) operating activities	**363.0**	**327.5**	**35.4**
Purchase of tangible and intangible fixed assets	(92.0)	(82.8)	(9.2)
Disposal of tangible assets	9.6	11.9	(2.3)
Acquisition and sale of companies or subsidiaries	(86.5)	15.7	(102.1)
Debt assumed with acquisition	6.0	6.5	(0.5)
Disposal of non strategic assets	200.0	-	200.0
Payment of put option and earn out	(69.2)	(42.9)	(26.3)
Interests received	9.0	7.1	1.9
Net change in securities	27.4	8.2	19.3
Dividends received	0.0	0.1	(0.1)
Other changes	(0.1)	(0.4)	0.3
Cash flow generated from (used in) investing activities	**4.3**	**(76.6)**	**80.9**

Cash flow statement (2 of 2)

€ million	31 December 2019	31 December 2018	Change
Bond issued by Parent Company	149.3	-	149.3
Repayment of medium-/long -term financing	248.7	-	248.7
Repayment of private placements and bonds	(219.1)	-	(219.1)
Payment of lease liabilites	(13.0)	-	(13.0)
Repayment of other medium-/long -term financing	(300.0)	(0.5)	(299.5)
Net change in short-term financial payables and bank loans	19.8	(10.4)	30.1
Interests paid	(27.7)	(29.6)	1.9
Interest on leases	(3.4)	(0.3)	(3.1)
Change in other financial payables and receivables	(23.2)	(5.3)	(17.9)
Own shares purchase and sale	(47.3)	(55.5)	8.2
Dividend paid by Group	(57.3)	(57.5)	0.2
Cash flow generated (used in) financing activities	**(273.2)**	**(159.2)**	**(114.0)**
Other differences including exchange rate differences	**(3.6)**	**7.7**	**(11.2)**
Net increase (decrease) in cash and banks	**90.5**	**99.5**	**(9.0)**
Net cash position at the beginning of period	613.9	514.5	99.5
Net cash position at the end of period	**704.4**	**613.9**	**90.5**

Financial debt details

Gross debt composition as of 31 December 2019

Issue date	Maturity	Type	Currency	Coupon	Outstanding Amount (€ million)	Original tenor	As % of total
Sep 30, 2015 [(1)]	Sep-20	Unrated Eurobond	EUR	2.75%	581	5 years	49%
Apr 5, 2017	Apr-22	Unrated Eurobond	EUR	1.768%	50	5 years	4%
Apr 5, 2017	Apr-24	Unrated Eurobond	EUR	2.165%	150	7 years	13%
Apr 23, 2019	Apr-24	Unrated Eurobond	EUR	1.655%	150	5 years	13%
Jul 31, 2019	Jul-24	Term Loan	EUR	1.25% +3m euribor	250	5 years	21%
Total gross debt					**1,181**		**100%**
Of which: medium-long term					600		

Net financial debt composition as of 31 December 2019

€ million	31 December 2019	31 December 2018	Δ 31 December 2019 vs. 31 December 2018
Short-term cash/(debt) (A)	**71.5**	**404.1**	**(332.6)**
- Cash and cash equivalents	704.4	613.9	90.5
- Short-term debt	*(633.0)*	*(209.9)*	*(423.1)*
Medium to long-term cash/(debt) (B)	**(666.1)**	**(1,076.0)**	**409.9**
Debt relating to operating activities (A+B)	**(594.6)**	**(672.0)**	**77.3**
Liabilities for put option and earn-out payments [(2)]	(182.8)	(174.3)	(8.5)
Net cash/(debt)	**(777.4)**	**(846.3)**	**68.9**

(1) Reclassified as short-term debt
(2) Including commitments for future minority purchases (including Grand Marnier) and payable for future earn-outs

CAMPARI GROUP

Operating working capital

	31 December 2019		31 December 2018		Reported change	Organic change	Forex impact	Perimeter effect
	€ million	% sales	€ million	% sales	€million			
Receivables	316.9	17.2%	285.9	16.7%	31.0	19.2	3.9	7.9
Inventories	618.6	33.6%	566.1	33.1%	52.5	23.7	7.5	21.3
- Maturing inventory	*364.7*	*19.8%*	*340.1*	*19.9%*	*24.6*	*19.1*	*5.6*	*-*
- Biological assets	*0.9*	*0.0%*	*0.8*	*0.0%*	*0.0*	*0.0*	*0.0*	*-*
- Other inventory	*253.0*	*13.7%*	*225.2*	*13.2%*	*27.8*	*4.6*	*1.9*	*21.3*
Payables	(240.7)	-13.1%	(216.0)	-12.6%	(24.7)	(13.3)	(0.9)	(10.5)
Operating Working Capital	**694.8**	**37.7%**	**636.0**	**37.2%**	**58.8**	**29.6**	**10.5**	**18.8**

Exchange rates effects

	Average exchange rate		Period end exchange rate	
	FY 2019	change vs FY 2018	31 December 2019	change vs 31 December 2018
	: 1 Euro	%	: 1 Euro	%
US Dollar	1.120	5.5%	1.123	1.9%
Canadian Dollar	1.486	3.0%	1.460	6.9%
Jamaican Dollar	149.201	2.0%	148.887	-2.0%
Mexican Peso	21.558	5.4%	21.220	6.0%
Brazilian Real	4.413	-2.4%	4.516	-1.6%
Argentine Peso (1)	67.275	-35.8%	67.275	-35.8%
Russian Ruble	72.459	2.2%	69.956	14.0%
Australian Dollar	1.611	-1.9%	1.600	1.4%
Chinese Yuan	7.734	1.0%	7.821	0.7%
British Pound Sterling	0.877	0.9%	0.851	5.1%
Swiss Franc	1.113	3.8%	1.085	3.8%

(1) Following the adoption of IAS 29 'Financial reporting Hyperinflationary economies' in Argentina, the average exchange rate of Argentine Peso for FY 2019 was adjusted to be equal to the rate as of 31 December 2019

Disclaimer

This document contains forward-looking statements that relate to future events and future operating, economic and financial results of Campari Group. By their nature, forward-looking statements involve risk and uncertainty because they depend on the occurrence of future events and circumstances. Actual results may differ materially from those reflected in forward-looking statements due to a variety of factors, most of which are outside of the Group's control.

It should be noted that the company's accounts and consolidated results are currently subject to auditing.

CAMPARI GROUP

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