



# An Introduction to Gruppo Campari

&

**2004 First Half Results Highlights** 

**Italian Investor Conference** 

Tokyo, 12 October 2004



**NOMURA** 





# An introduction to Gruppo Campari

Enzo Visone, Chief Executive Officer

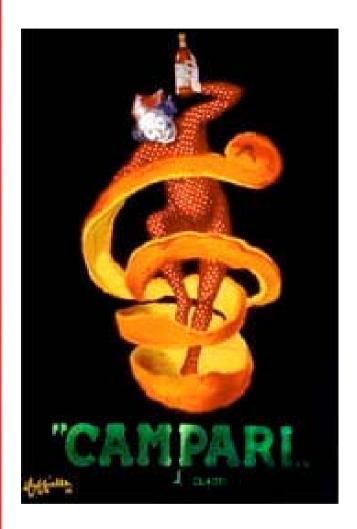
# **Gruppo Campari today**



- Campari is Italy's largest producer and distributor of branded spirits, the sixth largest globally
- Campari's portfolio includes four of the top 100 premium spirits brands in the world (Campari, CampariSoda, SKYY Vodka, Cynar) as well as Cinzano, the second best-selling brand in the global vermouth category
- > The Group's largest markets are **Italy**, **US**, **Germany and Brazil**
- Campari's distribution network covers more than 190 countries world-wide
- Campari markets an attractive portfolio of third party brands complementing its offering

## Tradition and development



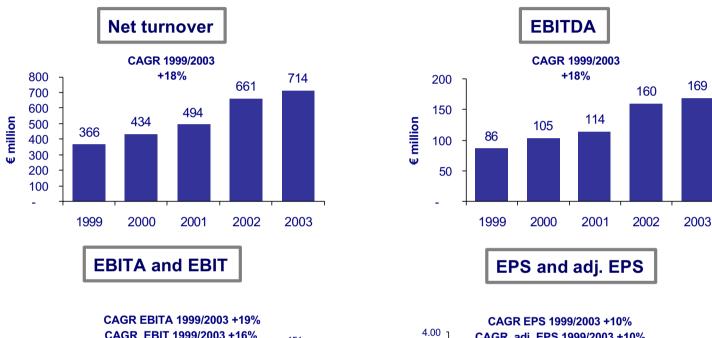


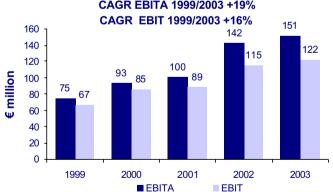
- > **1860**: Gaspare Campari invents
  Campari's formula and
  establishes the business
- > **1904**: Beginning of industrial phase
- > **1932**: Launch of CampariSoda the world's first pre-mix
- > 1950: Major efforts in developing international distribution
- > **1995**: Beginning of acquisition activity
- > 2001: Initial Public Offering on the Italian Stock Exchange

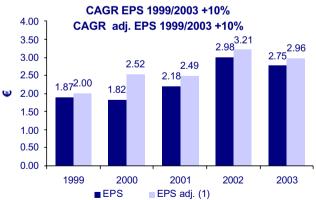
# Continuing growth



Five consecutive years of solid performance







(1) EPS adjusted for GW amortisation, exceptionals and tax effects

# The 6<sup>th</sup> player in the spirits industry IMPACT global ranking



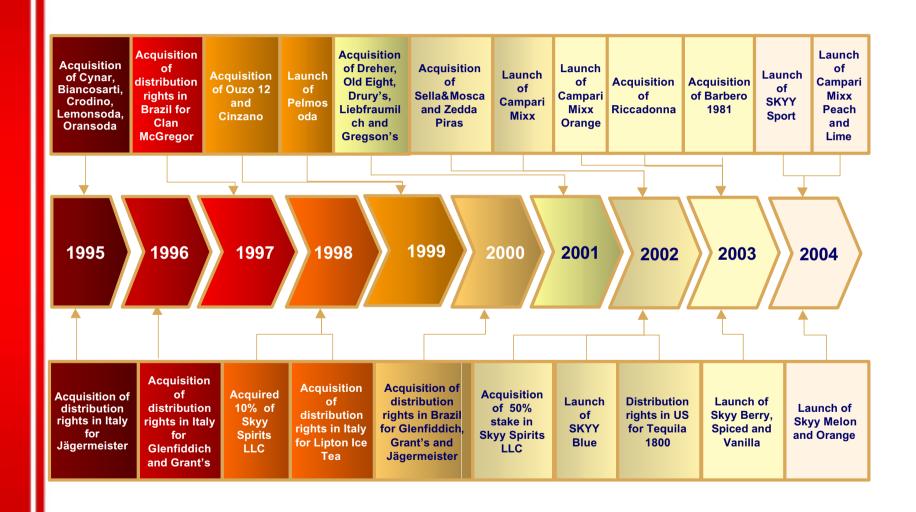
Rank 2004	Rank 2003	Rank 2002	Company	Number of Top 100 Brands	2003E 9-ltr cases m.	Percent Change 2002-2003E
1	1	1	Diageo	16	70.5	5.4%
2	3	2	Allied Domecq	13	29.6	3.3
3	2	4	Pernod Ricard	12	27.7	2.0
4	4	3	Bacardi Ltd	5	27.6	1.7
5	5	5	Brown-Forman	5	14.1	1.2
J	J	U	Total Top 5	51	169.4	3.5
6	6	7	Campari Group <sup>(1)</sup>	4	8.2	4.1
7	7	6	V&S Vin & Sprit AB	1	8.1	7.7
8	9	12	Remy Cointreau SA	4	7.3	3.8
9	8	8	Jim Beam Brands	3	7.2	-1.9
10	11	10	Tequila Cuervo SA	1	5.8	5.5
			Total Top 10	64	206.0	3.6
11	10	9	William Grant & Sons	2	5.3	-4.3
12	12	13	De Kuyper BV	1	4.8	1.5
13	14	15	Brugal & Co.	1	4.0	7.5
14	13	14	Eckes AG	3	3.9	-4.7
15	15	11	Moet-Hennessy (LVMH)	1	3.4	5.0
			Total Top 15	72	227.3	3.3
			Other Companies	28	44.1	2.4
			Total Top 100	100	271.4	3.1

Source: IMPACT Databank, February 2004

(1) Includes: Campari, CampariSoda, SKYY Vodka, Cynar

# A history of successful acquisitions





# Campari's global presence CAMPARI Offices Own plants Present in 190 countries Wineries **Direct distribution**

Third party distributors

Joint venture for distribution in UK, Belgium, Holland, Spain

# Campari's growth strategy



## Organic growth

- > Consolidation of existing business
- Exploit untapped markets for Campari
- Maintain solid growth in US and continue international development for SKYY Vodka
- > Re-launch of Cinzano
- Consolidate solid performance of local / regional brands
- > Development in **emerging markets**
- > **New product** development

## External growth

- Selective strategic acquisitions with focus on highly profitable spirit brands
- Continual monitoring for opportunities to increase critical mass in selected markets
- Solid financial position capable of reinforcing expansion policies

Campari pursues **solid growth** while maintaining focus on **costs optimisation** and **production & distribution efficiencies** 

# Campari's success factors



Proven track record in acquisitions and brand / company integration

**Strong financial position** 

A specific portfolio of world-class brands

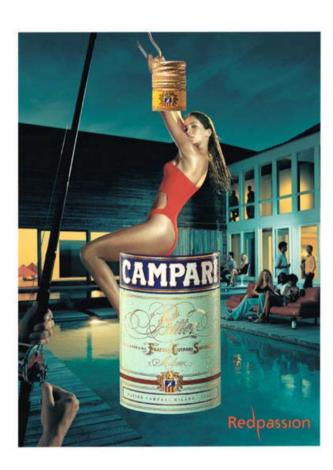
Advertising & promotion that ensures the success of Campari's business model

# Key international brands



## Campari

- Campari is the Group's flagship brand, a powerful icon of Italian class and style
- Campari represented 16% of Group's sales in 2003
- > Campari is:
  - international (sold in 190 countries)
  - unique (it defines its category)
  - dynamic and trendy (outdoor consumption, relevant to a modern lifestyle)
- Campari's largest markets are Italy, Brazil,
   Germany



# Key international brands



## **SKYY Vodka**

- SKYY is the pure, premium vodka that defines contemporary cocktail style
- Acquired in 2001, SKYY is one of the fastest growing vodkas in the US
- > SKYY represented **14% of Group's sales** in 2003
- Named as "Hot Brand" in the US by Impact for the 9<sup>th</sup> consecutive year
- Total of six flavours in addition to the core vodka brand (SKYY Citrus, SKYY Berry, SKYY Spiced, SKYY Vanilla, SKYY Melon, SKYY Orange)
- > Strong potential outside the US











# Key international brands



## Cinzano

- Cinzano is a truly international brand
  - no.2 vermouth in the world
  - a major producer of sparkling wines
- > One brand, two main features
  - a 250 year history
  - strongly linked to Italian style, heritage and tradition
- Cinzano represented 10% of Group's sales in 2003
- Acquired in 1999, Cinzano is distributed in over 100 countries



# Key local / regional brands



## CampariSoda Crodino

Market leaders in the single-serve aperitif market in Italy

### Ouzo 12

> Worldwide leader in the Ouzo market

Major markets are Greece and Germany

## **Aperol**

Leading brand in the aperitif market in Italy with a strong potential in specific international markets

### **SKYY Blue**

 Leading brand in the ready-to-drinks' market in the US, recently launched in Japan and Australia

### **Dreher**

Market leader in the conhaque category in Brazil

## Old Eight Drury's

No.2 and No.3 brands in the admix whisky category in Brazil





# 2004 First Half Results Highlights

Paolo Marchesini, Chief Financial Officer

# Six months ended 30 June 2004



# Key financial results

	1H 2004 € million	% change at constant exchange	% change at actual exchange
Net sales	367.4	+13.3%	+10.4%
EBITDA	84.7	+13.1%	+7.4%
EBITA	75.9	+11.0%	+7.1%
EBIT	58.3	+7.3%	+2.4%
Profit before taxes and minority interests	55.0	+13.1%	+7.0%
Group profit before taxes	48.7	+17.5%	+11.8%
Group net profit	30.9	+18.0%	+10.7%

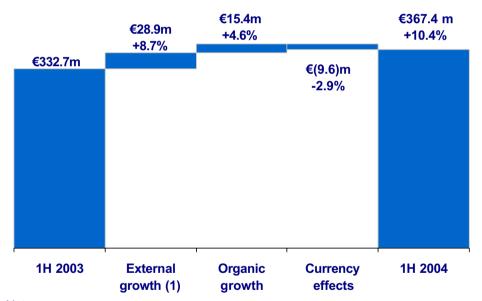
- > Growth continues in sales and at all levels of profitability
  - positive contribution of newly-acquired Barbero 1891 S.p.A.
  - good performance enjoyed by existing business
  - impact of exchange rates still negative

# Breakdown of sales growth



## 2004 first half sales

- > 4.6% organic sales growth
- > Continued strong performance of newly-acquired Barbero brands
- > Exchange rates still unfavourable



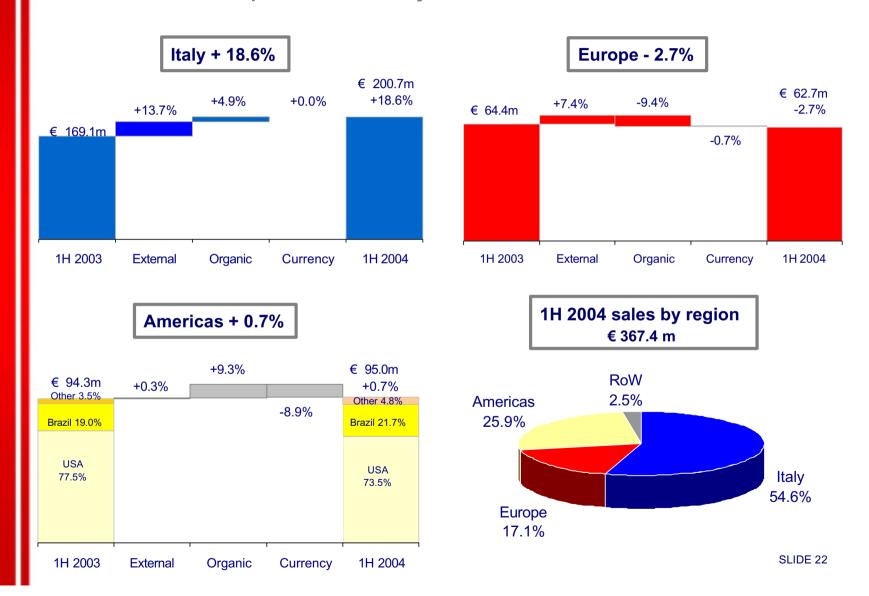
#### Notes:

- (1) Includes:
- sales of Barbero 1891 S.p.A. (€ 28.5m), fully consolidated as of December 2003
- sales of Qingdao Sella & Mosca Winery Co. Ltd. and Société Civile Immobiliaire de la Margue (€ 0.4 m), fully consolidated as of January 2004

# Net sales by region



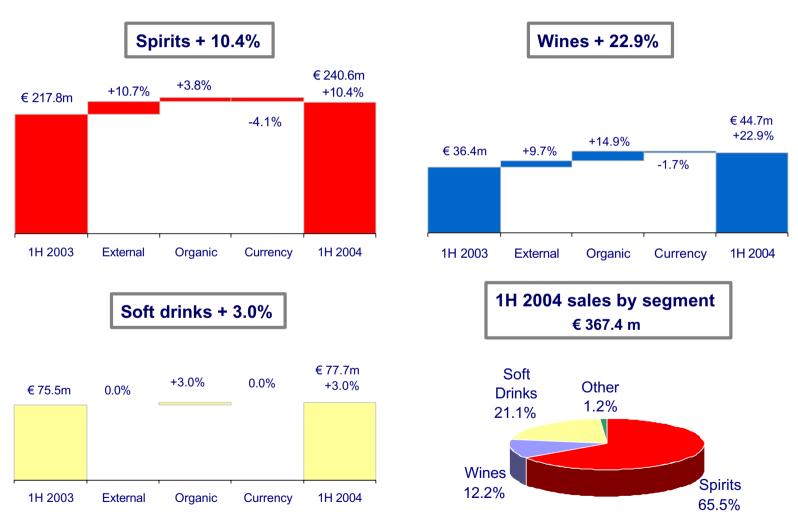
Positive development in Italy and the Americas



# Net sales by segment



Positive performance enjoyed by all segments

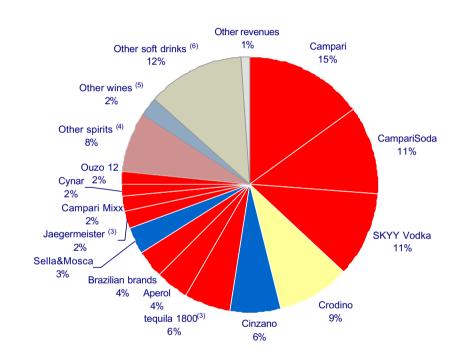


# Key brands sales performance



1H 2004/1H 2003	% change in value			
	at constant exchange	at actual exchange		
Spirits				
Campari (1)	+6.0%	+4.1%		
CampariSoda	+6.2%	+6.2%		
SKYY (2)	-0.7%	-10.2%		
Cynar	-1.1%	-1.9%		
Ouzo 12	+10.6%	+9.8%		
Brazilian brands	+25.1%	+22.6%		
Jaegermeister (3)	-1.1%	-1.1%		
tequila 1800 (3)	+30.7%	+17.8%		
Wines				
Cinzano sparkling wines	+4.9%	+3.9%		
Cinzano vermouths	+5.5%	+2.2%		
Sella & Mosca	+12.2%	+11.7%		
Soft drinks				
Crodino	+8.7%	+8.7%		
Carbonated soft drinks	-5.3%	-5.3%		

1H 2004 sales by product (in value at actual exchange)



#### Notes:

- (1) Excl. Campari Mixx
- (2) Incl. SKYY Vodka (+2.8% at constant exchange) and SKYY flavoured vodkas (-17.3% at constant exchange)
- (3) Agency brand
- (4) Incl. Whiskies, Zedda Piras
- (5) Incl. Riccadonna
- (6) Incl. carbonated soft drinks, Lipton Ice Tea

**Spirits** 

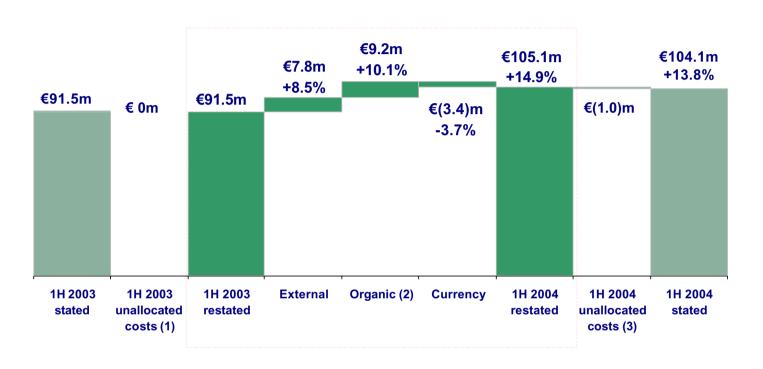
Wines

Soft drinks

# Consolidated trading profit



## Growth analysis



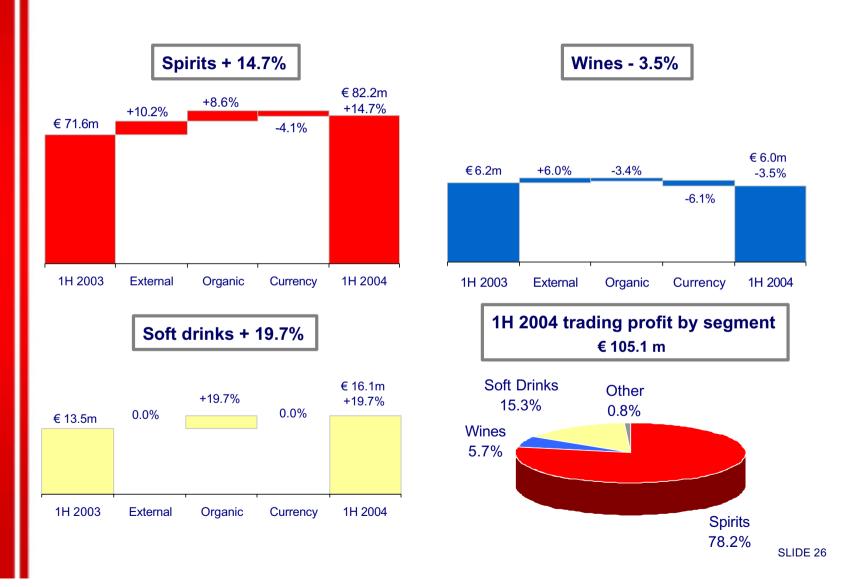
#### Notes:

- (1) Unallocated production costs, relating to new Novi Ligure plant, were recorded in second half-year of 2003
- (2) 9.0% organic growth (€ 8.2 m) after 1H 2004 unallocated costs
- (3) 1H 2004 unallocated production costs relate to new Novi Ligure plant (mainly depreciation charges)

# Consolidated trading profit



Analysis by segment



# Analysis of P&L Margins on net sales



Net sales
Gross margin
Trading profit
EBIT
Pretax profit after minorities
Net income
EBITDA
EBITA

1H 2004				
€ m	%			
367.4	100.0%			
218.5	59.5%			
104.1	28.3%			
58.3	15.9%			
48.7	13.3%			
30.9	8.4%			
84.7	23.1%			
75.9	20.7%			

1H 2003					
€ m %					
332.7	100.0%				
198.1	59.5%				
91.5	27.5%				
56.9	17.1%				
43.6	13.1%				
28.0	8.4%				
78.9	23.7%				
70.9	21.3%				

- Advertising & Promotion down from 20.8% to 19.5% on net revenues
- Amortisation of GW increased to € 17.6m from € 13.9m
- Net financial expenses down to € 3.9m from € 5.0m

# Cash flow and balance sheet analysis



#### **Cash flow**

Cash Flow from operating activities before change in OWC
Cash Flow from operating activities
Capex
Free Cash Flow

1H 2004	FY 2003
€m	€m
46.6	106.7
46.6	75.9
(9.4)	(12.5)
37.2	63.4

#### **Balance sheet**

- > Operating Working Capital at 20.8% of LTM sales at 30 June 2004
- > Net financial indebtedness at 30 June 2004: € 303m
- > **Debt to Equity ratio** at 30 June 2004: **55.1%**

#### **Dividend**

> Total dividend of € 24.7m paid in May 2004. Dividend per share of € 0.88, in line with past years





## Outlook and conclusion

Enzo Visone, Chief Executive Officer

## Outlook and conclusion



- > Outlook for the second half of 2004 remains unchanged
- Italy: positive performance of all main brands is expected to continue, notwithstanding weak consumer confidence
- Europe: weak performance of German market due to low propensity to consume and adverse weather conditions is expected to be contrasted by positive performance of other major European markets
- > **US**: favourable trend in SKYY Vodka depletions supports a positive outlook although the brand continues to face strong competition in premium vodka market. Exchange rate scenario remains uncertain
- > Brazil: positive performance of Brazilian business is expected to continue in the second half of 2004
- Strong contribution of newly-acquired Barbero brands is expected to continue, with particular reference to the main brand Aperol on the Italian market





# Supplementary schedules

Schedule - 1 Campari stock performance

Schedule - 2 Shareholders' structure

Schedule - 3 1H 2004 Consolidated income statement

Schedule - 4 1H 2004 Consolidated balance sheet (invested capital and financing sources)

Schedule - 5 1H 2004 Consolidated balance sheet (asset and liabilities)

Schedule - 6 1H 2004 Consolidated cash flow

Schedule - 7 **1H 2004 Currency effects on net sales** 

Schedule - 8 **Average exchange rates** 

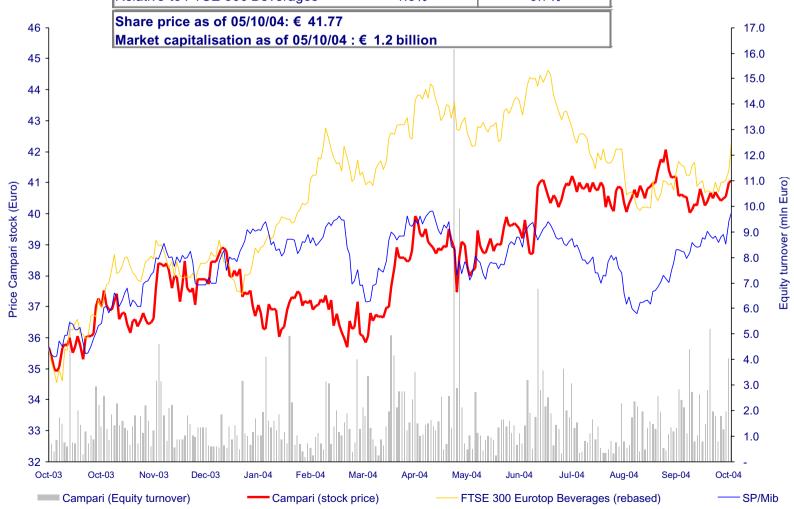
Schedule - 9 Brand portfolio

Supplementary schedule - 1

# Campari stock performance







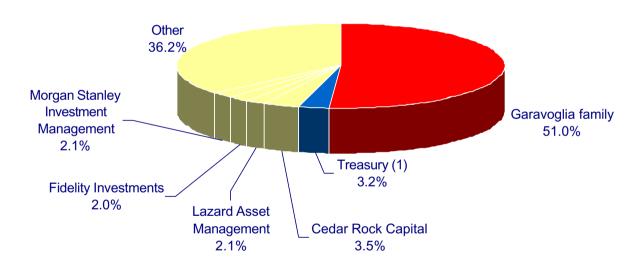


## Shareholder structure



## Free float composition

# Free float 46%



#### Notes

(1) Purchase of own shares aimed at servicing the stock option plan

Except for those mentioned above, there are no other shareholders with interests of more than 2% of the share capital who have given notice to Consob and Davide Campari-Milano S.p.A. according to the Consob regulation 11971/99, Art. 117 regarding obligation to notify major holdings

# Consolidated income statement CAMPARI



	1H 200	)4	1H 20	03	Change
	€ m	%	€ m	%	%
Net sales (1)	367.4	100.0%	332.7	100.0%	10.4%
Cost of materials	(122.4)	-33.3%	(113.9)	-34.2%	7.5%
Production costs	(26.5)	-7.2%	(20.7)	-6.2%	27.8%
Total cost of goods	(148.9)	-40.5%	(134.6)	-40.5%	10.6%
Gross margin	218.5	59.5%	198.1	59.5%	10.3%
Advertising and promotion	(71.5)	-19.5%	(69.2)	-20.8%	3.3%
Sales and distribution expenses	(42.9)	-11.7%	(37.4)	-11.2%	14.9%
Trading profit	104.1	28.3%	91.5	27.5%	13.8%
General and administrative expenses	(26.4)	-7.2%	(23.7)	-7.1%	11.9%
Other operating income	0.3	0.1%	3.5	1.1%	-91.0%
Goodwill and trademark amortisation	(17.6)	-4.8%	(13.9)	-4.2%	26.3%
Non-recurring costs	(2.1)	-0.6%	(0.5)	-0.2%	289.7%
EBIT	58.3	15.9%	56.9	17.1%	2.4%
Net financial income (expenses)	(3.9)	-1.1%	(5.0)	-1.5%	-20.1%
Income (losses) on net rates	0.0	0.0%	(0.5)	-0.2%	
Other non operating income (expenses)	0.6	0.2%	0.0	0.0%	
Pretax profit	55.0	15.0%	51.4	15.5%	7.0%
Minority interests	(6.3)	-1.7%	(7.8)	-2.4%	-19.9%
Pretax profit after minorities	48.7	13.3%	43.6	13.1%	11.8%
Taxes	(17.8)	-4.8%	(15.6)	-4.7%	13.7%
Net income	30.9	8.4%	28.0	8.4%	10.7%
Depreciation of tangible assets	(7.6)	-2.1%	(6.8)	-2.0%	12.7%
Amortisation of intangible assets (2)	(18.8)	-5.1%	(15.2)	-4.6%	23.7%
Total D&A	(26.4)	-7.2%	(22.0)	-6.6%	20.3%
EBITDA	84.7	23.1%	78.9	23.7%	7.4%
EBITA (3)	75.9	20.7%	70.9	21.3%	7.1%

#### Notes:

- (1) Net of discounts and excise duty
- (2) Include amortisation of goodwill, trademarks and other intangible assets (3) EBITA = EBIT before amortisation of goodwill and trademarks



## Consolidated balance sheet



## Invested capital and financing sources

	30 June 2004	31 December 2003	30 June 2003
	€ m	€ m	€ m
Inventories	125.7	106.4	104.2
Trade receivables	177.9	174.2	164.7
Trade payables	(147.6)	(127.6)	(117.0)
Operating working capital	156.0	153.0	151.9
Other current assets and liabilities	(29.1)	(34.1)	(30.1)
Net Working Capital	126.9	118.9	121.8
Employees' leaving indemnity ("T.F.R")	(15.3)	(15.6)	(13.3)
Deferred taxes	2.0	(0.2)	1.8
Other non current liabilities	(19.0)	(21.8)	(17.8)
Other liabilities	(32.3)	(37.6)	(29.3)
Tangible assets	158.9	152.4	154.2
Intangible assets	567.0	571.6	442.5
Financial assets	35.8	44.7	42.1
Total fixed assets	761.7	768.7	638.8
Invested Capital	856.3	850.0	731.3
Group Equity	(550.3)	(548.2)	(494.2)
Minority interest	(3.0)	(4.7)	(4.2)
Net financial position	(303.0)	(297.1)	(232.9)
Financing sources	(856.3)	(850.0)	(731.3)



# Consolidated balance sheet



## Assets and liabilities

	30 June 2004	31 December 2003	30 June 2003
	€ m	€ m	€ m
Cash and banks	173.5	133.6	55.6
Marketable securities	7.8	1.9	1.9
Trade receivables	177.9	174.2	164.7
Inventories	125.7	106.4	104.2
Other current assets	51.7	55.4	39.9
Total current assets	536.6	471.5	366.3
Tangible assets	158.9	152.4	154.2
Goodwill, net of depreciation	536.5	552.2	427.6
Other intangible fixed assets, net of depreciation	30.3	19.4	14.9
Equity investments	0.1	7.8	7.6
Other assets	5.8	5.8	3.5
Own shares	30.0	31.0	31.0
Total non current assets	761.6	768.6	638.8
Total assets	1,298.2	1,240.1	1,005.1
Bank borrowings	52.9	30.1	122.4
Trade payables	147.6	127.6	117.0
Other current liabilities	70.1	78.1	61.5
Total current liabilities	270.6	235.8	300.9
Medium and long term loans	426.9	398.1	165.1
Employees' leaving indemnity ("T.F.R.")	15.3	15.6	13.3
Other non current liabilities	32.1	37.7	27.4
Minority interests	3.0	4.7	4.2
Total non current liabilities	477.3	456.1	210.0
Group Equity	550.3	548.2	494.2
Total liabilities and net equity	1,298.2	1,240.1	1,005.1



# Supplementary schedule - 6 Consolidated cash flow (1/2)



	30 June 2004 at constant perimeter <sup>(1)</sup>	30 June 2003	31 December 2003
	€ m	€m	€ m
Profit before taxes	48.8	43.5	120.2
Depreciation and amortization	26.4	22.0	47.0
Gains on sale of fixed assets	(0.4)	(0.4)	(34.4)
Other non cash items	0.4	0.0	10.5
Use of provisions	(0.6)	0.0	(4.1)
Income taxes	(17.8)	(15.6)	(40.3)
Provision (payment) for employees' leaving indemnity	(0.3)	0.1	(0.1)
Deferred taxes	1.2	(1.8)	3.2
Net change in tax credits and liabilities	(15.4)	10.9	5.3
Net change in other assets and liabilities, other than OWC	4.4	0.7	(0.5)
Cash flow generated by operating activities			
before net change in operating working capital	46.6	59.5	106.7
Trade receivables	(2.8)	(28.0)	(19.0)
Inventories	(16.9)	(9.9)	(6.3)
Trade payables	19.7	(0.1)	(5.4)
Net change in Operating Working Capital	(0.0)	(37.9)	(30.8)
Cash flow generated by operating activities	46.6	21.5	75.9
Acquisition of tangible fixed assets	(8.8)	(16.5)	(28.4)
Payables to suppliers for Novi Ligure investments	0.0	(17.0)	(17.0)
Income from disposals of tangible fixed assets	1.0	1.0	40.3
Acquisition of intangible fixed assets	(12.9)	(4.2)	(7.4)
Acquisition of new subsidiaries, net of cash acquired (2)	(2.8)	0.0	(155.6)
Net change in equity investments	0.7	1.1	0.3
Acquisition of own shares	1.0	0.0	0.0
Net change in marketable securities	(5.9)	2.4	2.3
Change in financial receivables	0.5	0.0	0.1
Change in minority interests	(1.6)	(5.8)	0.7
Net cash flow generated by investing activities	(28.9)	(39.1)	(164.8)



# Consolidated cash flow (2/2)



	30 June 2004 at constant perimeter <sup>(1)</sup>	30 June 2003	31 December 2003	
	€ m	€m	€ m	
New lease contract	27.6	0.0	0.0	
Payment of lease instalments	(1.2)	(1.0)	(14.2)	
Net change in short-term bank borrowings	19.6	0.2	(90.0)	
Accrued interests on private placements	0.1	(0.5)	1.1	
Senior notes (Private placements)	0.0	0.0	258.0	
Change in other financial payables (non current)	0.3	(0.5)	(1.1)	
Dividends paid	(24.7)	(24.7)	(24.7)	
Cash flow generated by financing activities	21.8	(26.5)	129.1	
Exchange rate effects on Operating Working Capital	(0.6)	(0.6)	4.1	
Other exchange rate effects and other	0.9	(3.3)	(14.3)	
Exchange rate differences and other movements	0.4	(3.9)	(10.2)	
Net increase (decrease) in cash and banks	39.9	(47.9)	30.1	
Net cash position at the beginning of period	133.6	103.5	103.5	
Net cash position at the end of period	173.5	55.6	133.6	

#### Notes:

- (1) Excluding the effects of consolidation of Qingdao Sella&Mosca Winery Co. Ltd. and Société Civile Immobiliaire
- (2) In 2003 acquisition of new subsidiaries relates to Barbero 1891 S.p.A. (€ 147.1m) and residual minority stake in Sella & Mosca (€ 8.5m)



# Currency effects



## Net sales

Consolidated net sales by segment

	1H 2004		1H 2003		Change	of which:		
	€ m	%	€ m	%	%	external	organic	currency
Spirits	240.6	65.5%	217.8	65.5%	10.4%	10.7%	3.8%	-4.1%
Wines	44.7	12.2%	36.4	10.9%	22.9%	9.7%	14.9%	-1.7%
Soft drinks	77.7	21.1%	75.5	22.7%	3.0%	0.0%	3.0%	0.0%
Other revenues	4.4	1.2%	3.0	0.9%	44.9%	67.8%	-21.8%	-1.1%
Total	367.4	100%	332.7	100%	10.4%	8.7%	4.6%	-2.9%

Consolidated net sales by region

	1H 2004		1H 2003		Change	of which:		
	€ m	%	€ m	%	%	external	organic	currency
Italy	200.7	54.6%	169.1	50.8%	18.6%	13.7%	4.9%	0.0%
Europe	62.7	17.1%	64.4	19.4%	-2.7%	7.4%	-9.4%	-0.7%
Americas (1)	95.0	25.9%	94.3	28.4%	0.7%	0.3%	9.3%	-8.9%
RoW	9.0	2.5%	4.8	1.4%	88.1%	14.1%	89.8%	-15.8%
Total	367.4	100%	332.7	100%	10.4%	8.7%	4.6%	-2.9%

(1) Breakdown of Americas

	1H 2004		1H 2003		Change	of which:		
	€ m	%	€ m	%	%	external	organic	currency
USA	69.9	73.5%	73.1	77.5%	-4.5%	0.0%	6.1%	-10.6%
Brazil	20.6	21.7%	17.9	19.0%	15.3%	0.0%	17.6%	-2.3%
Other countries	4.5	4.8%	3.3	3.5%	36.0%	8.0%	35.5%	-7.5%
Total	95.0	100%	94.3	100%	0.7%	0.3%	9.3%	-8.9%



# Average exchange rates



## Historic rates

	1H 2004	1H 2003	% change
Brazilian Real : 1 Euro	3.642	3.569	
Euro : 1 Brazilian Real	0.2746	0.2802	-2.0%
US dollar : 1 Euro	1.228	1.105	
Euro : 1 US dollar	0.8145	0.9050	-10.0%
	1Q 2004	1Q 2003	% change
Brazilian Real : 1 Euro	3.622	3.750	
Euro : 1 Brazilian Real	0.2761	0.2667	3.5%
US dollar : 1 Euro	1.251	1.073	
Euro : 1 US dollar	0.7995	0.9316	-14.2%
	2Q 2004	2Q 2003	% change
Brazilian Real : 1 Euro	3.662	3.389	
Euro : 1 Brazilian Real	0.2731	0.2951	-7.5%
US dollar : 1 Euro	1.205	1.137	
Euro : 1 US dollar	0.8299	0.8797	-5.7%



## 2004 - Own brands



CAMPARI





CAMPARI



**CAMPARISODA** 





































## Wines











LAMARGUE



















# 2004 - Third party brands





















































For additional information: Investor Relations - Gruppo Campari Phone: +39 02 6225 330; Fax: +39 02 6225 479

E-mail: investor.relations@campari.com; Website: www.campari.com/ir