CAMPARI GROUP

2024

ANNUAL REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

TOASTING LIFE TOGETHER

INDEX

DISCLAIMER

This document is only a 'pdf printed version' and is not the original annual financial report included in the 'ESEF compliant single report package' with the audited financial statements pursuant to article 361 of Book 2 of the Dutch Civil Code.
The latter, which includes the audited financial statements and the auditor's report thereto is included in the 'ESEF compliant single report package' which can be found on the Company's website https://www.camparigroup.com/en/page/investors/financial-reports under 'annual report at 31 December 2024', 'ESEF compliant single report package'.

In case of any discrepancies between this 'pdf printed version' and the 'ESEF compliant single report package', the single report package prevails.

This document was not made available to the public with a signed version, which is retained at the Group corporate office.

ABOUT THIS REPORT

NOTE ON PRESENTATION

These financial statements for the year ended 31 December 2024 was prepared in accordance with the International Financial Reporting Standards, issued by the International Accounting Standards Board ('IASB'), as adopted by the European Union and with Part 9 of Book 2 of the Dutch Civil Code. The designation IFRS also includes International Accounting Standards ('IAS') as well as all the interpretations of the International Financial Reporting Standards Interpretation Committee ('IFRS IC'), formerly the Standard Interpretations Committee ('SIC').

These Sustainability statements for the year ended 31 December 2024 were prepared in accordance with the new European Sustainability Reporting Standards ('ESRS') as adopted by the European Commission and compliant with the double materiality assessment process carried out to identify the information reported pursuant to the ESRS, as well as with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 ('Taxonomy Regulation').

In accordance with articles 15 and 18 of Commissione Nazionale per le Società e la Borsa ('CONSOB') Regulation 20249 of 28 December 2017 concerning 'Conditions for the listing of shares of parent companies that control companies incorporated under and regulated by the law of countries other than EU Member States', the Parent Company Davide Campari Milano N.V. has identified its significant subsidiaries as defined article 15, paragraph 2, of the above-mentioned Regulation, and verified that the conditions set out in paragraphs b) and c) of article 15 have been met.

FORWARD-LOOKING STATEMENTS

Campari Group's annual report contains forward-looking statements that reflect management's current view of the Group's future development. All statements other than statements of historical fact set forth in this annual report regarding Campari Group business strategy, such as future operations and businesses, management's plans and objectives, are forward-looking statements. In some cases, words such as 'may', 'will', 'expect', 'could', 'should', 'intend', 'estimate', 'anticipate', 'believe', 'outlook', 'continue', 'remain', 'on track', 'design', 'target', 'objective', 'goal', 'plan' and similar expressions are used to identify forward-looking statements that contain risks and uncertainties that are beyond the control of the Group and call for significant judgement. Should the underlying assumptions turn out to be incorrect or if the risks or opportunities described materialise, the actual results and developments may materially deviate (negatively or positively) from those expressed by such statements. The outlook is based on estimates that Campari Group has made on the basis of all the information available at the time of completion of this annual report. The effects arising from intensification of the inflationary pressure mainly on input costs and interest rates, as well as the still persistent complicated and uncertain macro-economic environment, may be materially different from management's expectations.

Factors that could cause the actual results and developments to differ from those expressed or implied by the forward-looking statements are included in the section 'Risk management and Internal Control System' of this annual report. These factors may not be exhaustive and should be read in conjunction with the other cautionary statements included in this report. Forward-looking statements made in this annual report shall be evaluated in the context of these risks and uncertainties.

Campari Group does not assume any obligations or liability in respect of any inaccuracies in the forward-looking statements made in this annual report or for any use by any third party of such forward-looking statements. Campari Group does not assume any obligation to update any forward-looking statements made in this annual report beyond statutory disclosure requirements.

INFORMATION ON THE FIGURES PRESENTED

All references in this annual report are expressed in €.

For ease of reference, all the figures in this annual report are expressed in millions of € to one decimal place, whereas the original data is recorded and consolidated by the Group in €. Similarly, all percentages relating to changes between two periods or to percentages of net sales or other indicators are always calculated using the original data in €. The use of values expressed in millions of € may therefore result in apparent discrepancies in both absolute values and data expressed as a percentage.

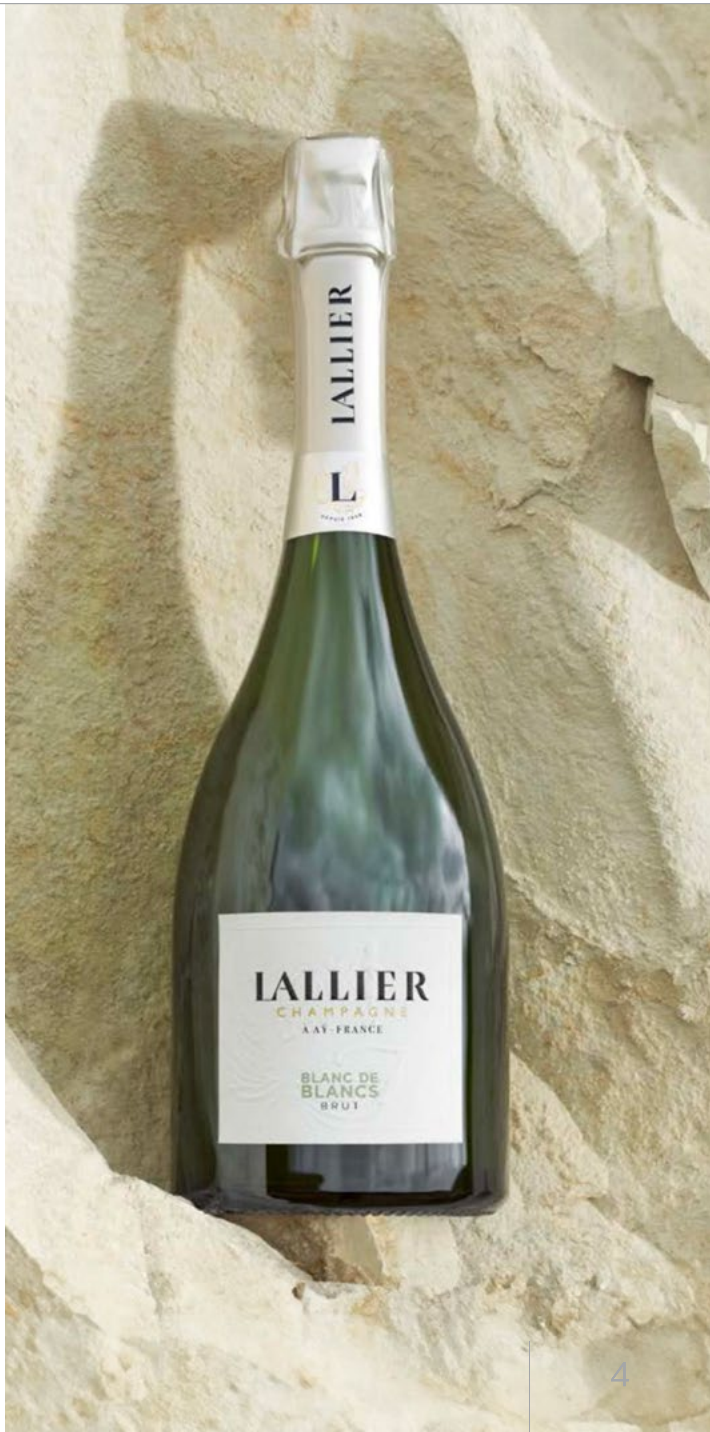
For information on the definition of the alternative performance measures used, see paragraph 'Definitions and reconciliation of the Alternative Performance Measures ('APMs' or non-GAAP measures) to GAAP measures in the dedicated paragraph of this annual report.

The language of this annual report is English. Certain legislative references and technical terms have been cited in their original language so that the correct technical meaning may be ascribed to them under applicable law.

EUROPEAN SINGLE ELECTRONIC FORMAT REQUIREMENTS

The Transparency Directive[1] requires all natural and legal persons with securities listed on a European stock exchange to prepare their annual financial reports in compliance with the European Single Electronic Format ('ESEF'). The entire annual financial report, i.e., including ad minima the audited financial statements and the Management Board Report, shall be prepared in xHTML format.
Specifically, issuers preparing IFRS consolidated financial statements shall mark up those using Inline XBRL and prepare a single report ESEF compliant package. Campari Group managed ESEF by leveraging on a dedicated IT software, allowing to comply with the new regulation. In accordance with ESEF Regulation, Campari Group implemented the 2022 ESEF XBRL Taxonomy file as reference taxonomy for the 2024 annual accounts. This annual report is therefore ESEF compliant.
For 2024, general tagging of the Sustainability statement under Corporate Sustainability Reporting Directive is not applied, as the related European Single Electronic Format has not been formally adopted.

1 Directive 2004/109/EC of the European Parliament and of the Council of 15 December 2004 on the harmonisation of transparency requirements in relation to information about issuers whose securities are admitted to trading on a regulated market and amending Directive 2001/34/EC.



MANAGEMENT BOARD REPORT FOR THE YEAR ENDED 31 DECEMBER 2024

MANAGEMENT BOARD REPORT FOR THE YEAR ENDED 31 DECEMBER 2024

CAMPARI GROUP'S IDENTITY AND BUSINESS OVERVIEW

CAMPARI GROUP AT A GLANCE

Campari Group was founded in 1860, the year Gaspare Campari invented the bright red bittersweet aperitif in downtown Milan. Since then, Campari Group has grown to become the sixth-largest global player in the spirits industry, featuring a diverse portfolio of over 50 premium and super-premium brands with international appeal.
This report not only provides a detailed overview of the Group financial performance, but also highlights on strategic initiatives and dedication to creating sustainable, long-term value for our stakeholders.

Campari Group invites you to delve into the highlights of the past year, explore its strategic vision, and learn about its plans to continue the journey of excellence and innovation in the years to come.

KEY HIGHLIGHTS

FINANCIAL PERFORMANCE

	for the year ended 31 December 2024			
	2024	2023	change	
	€ million	€ million	% total	% organic
Net sales[1]	3,069.7	2,918.6	5.2%	2.4%
EBITDA	520.0	650.4	-20.0%	
EBITDA-adjusted[2]	732.6	728.9	0.5%	0.1%
EBIT	392.4	540.2	-27.4%	
EBIT-adjusted[2]	604.9	618.7	-2.2%	-2.5%
Group[3] net profit	201.6	330.5	-39.0%	
Group[3] net profit-adjusted[2]	376.0	390.4	-3.7%	
Basic earnings per share (€)	0.17	0.29		
Diluted earnings per share (€)	0.17	0.29		
Basic earnings per share (€) adjusted[2]	0.31	0.35		
Diluted earnings per share (€) adjusted[2]	0.31	0.34		
Average number of employees	5,114	4,764		
Free cash flow	173.0	(180.0)		
Free cash flow adjusted[2]	586.2	66.9		
Net financial debt	2,376.9	1,853.5		

(1) Sales net of excise duties.
(2) For information on the definition of alternative performance measures, see the paragraph 'Definitions and reconciliation of the Alternative Performance Measures ('APMs' or non-GAAP measures) to GAAP measures of this annual report.
(3) Group refers to results attributable to owners of Davide Campari-Milano N.V..

key figures by geographical area for the year 2024

€ million/number	AMERICAS	EMEA	Asia-Pacific	total
net sales	1,388.5	1,464.7	216.5	3,069.7
EBIT-adjusted	282.6	322.8	(0.4)	604.9
employees as of 31 December 2024	2,060	2,660	534	5,254

key figures by geographical area for the year 2023

€ million/number	Americas	EMEA	Asia-Pacific	total
net sales	1,282.6	1,405.8	230.2	2,918.6
EBIT-adjusted	261.1	347.5	10.0	618.7
employees as of 31 December 2023	2,039	2,394.0	500.0	4,933.0

ENVIRONMENTAL SUSTAINABILITY PERFORMANCE

Aligned with Campari Group's short-to medium-term roadmap focusing on defined sustainability priorities, the table below show the 2024 environmental performance compared to the 2023 data[1].

	2024	2023
GHG emissions intensity (kg of CO2/L) from direct operations (Scope 1&2)[2]	0.075	0.082
GHG emissions intensity (kg of CO2/L) from total supply chain (Scope 1, 2&3)[3]	0.985	1.050[4]
Water usage intensity (L/L)	6.2	9.1

	2024	2023
Electricity from renewable sources (%)	96.1%	93%
Waste to landfill (%)	1.1%	1.4%

	2024	2023
CDP-Corporate questionnaire	B for Climate Change (Management level) A- for Water Security (Leadership level)	A- for Climate Change (Leadership level)

(2) The GHG Protocol Corporate Standard classifies a company's GHG emissions into three 'scopes'. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy.
(3) Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.
(4) The previous value reported in 2023 disclosure (1.037) was recalculated in 2024.

1 The 2024 environmental data presented in the table pertains to the Group's scope including Courvoisier. Moreover 'L' means produced litres.

CAMPARI GROUP AND THE MACRO ENVIRONMENT

In 2024, the Group's performance showed solid growth driven by Global Priorities, primarily in the Americas and EMEA, in a softened market context.

In terms of the macroeconomic scenario, over the past few years, the global economy has shown impressive resilience in the face of significant challenges like the pandemic and the energy crisis. During 2024, global growth has remained stable, and inflation has continued to decrease. The global economy remains resilient, with moderating inflation and reviving global trade. Lower inflation helps boosting real household income and spending, though consumer confidence has not fully recovered. Labour market pressures ease, though unemployment generally remains at or near historical lows. Real interest rates are restrictive, but lower nominal yields show early signs of revival in housing and credit markets, moreover, headline inflation has returned to target in many economies.

Global GDP growth is projected at 3.2% this year, 3.3% in 2025 and 2026. Furthermore, low inflation, steady employment growth, and less restrictive monetary policy are expected to support demand, despite fiscal policy tightening. Differences across countries will fade as growth in the United States eases and Europe's recovery gains pace, while stimulus measures are expected to support growth in Asia, mainly in China. Inflation is forecast to moderate to 3.5% in 2025 and 2.9% in 2026 in the G20 countries and projected to be back to target in almost all major economies by the end of 2025 or early 2026[1]. Nonetheless, significant downside risks anyway remain including continuous geopolitical tensions, potential oil price spikes, trade policy uncertainty, and financial vulnerabilities. Anyway, there are also uncertain factors such as improved consumer confidence, early resolution of geopolitical conflicts, and positive supply shocks, such as stronger-than-expected labour force growth or a more vigorous revival of investment as financing conditions improve, that could generate positive evolution and result in stronger growth than expected.

1 Organisation for Economic Cooperation and Development, Economic Outlook, December 2024.

OUR WORLD

The defining aspects of Campari Group's culture and the constituent elements of its identity are: Corporate tag line, Mission, Values and Behaviours.

CORPORATE TAG LINE

'Toasting Life Together' is at the core of the Group's culture. It is what unites Camparistas and is deeply felt by all employees worldwide. It revolves around Campari Group's story made of celebrations that have been achieved through time by individuals who are passionate about what they do and put their efforts into ensuring that the business is successful. However, 'Toasting Life Together' is more than just that. It also means recognizing the role that the Group's brands and drinks play in convivial moments, celebrating life in a positive and responsible way.

MISSION

'The smallest big company in the spirits industry building iconic brands and superior financial returns together with inspired and passionate Camparistas'.

VALUES

INTEGRITY

Campari Group recruits, develops and rewards employees that work with the utmost integrity and transparency. Integrity means being a responsible corporate citizen and treating all Group stakeholders correctly and with respect. Most importantly, it means ensuring that fairness, honesty and consistency are the hallmarks of business transactions and the guiding light for employees' professional lives.

PASSION

Camparistas are passionate about the Group's industry, company and brands. They are passionate about everything that is done to build the brands and Camparistas go the extra mile to ensure a very positive experience to the consumers, customers and partners with the Group's brands and people, every day.

PRAGMATISM

The Group encourages and rewards pragmatic problem-solving in all functions at all levels. Simplicity is at the heart of all actions and this unique structure enables all Camparistas to take decisions as close to the customer and consumer as possible, whilst benefiting from synergies and know-how throughout the Group.

TOGETHER

Together is a team philosophy: it underlines both the nature of the Group's business and the joint effort of Camparistas (including partners and customers) around the world, working with passion behind every brand or cocktail being served. Together means avoiding silos, proactively breaking any cultural, organisational and geographical barriers, working cross-functionally and moving in the same direction, to reach a shared goal.

BEHAVIOURS

BE HUMBLE AND HUNGRY
The world is changing fast. Camparistas do not rest on their laurels, and they know when it is time to move forward. They are constantly looking for opportunities to do things better, without fear of making mistakes. Success must be earned every day.

BUILD MORE VALUE TOGETHER
Talent wins games, but teamwork and intelligence win championships. Camparistas believe diversity of thought creates value and supports innovation, and good advice can come from anybody. In such a team there are only two options: make progress or make excuses. In the Campari Group organisation, accountability is key and it ties commitment to the result. Although doing things alone is quicker, it does not achieve the same results as doing them together; studies show that working in isolation causes inefficiencies affecting the whole organisation. Everyone embraces their own responsibilities, but a job is considered incomplete if it is not supported by others' knowledge, experience, advice, or even just encouragement. Sharing knowledge and best practices with others is the way Camparistas work, accepting failures and helping others to do the same, with honesty and courage.

EMBRACE THE CHALLENGE AND DRIVE THE CHANGE

In new ideas the Group sees potential opportunities, not threats. Camparistas enjoy meeting high standards that are within reach and do not strive for impossible goals. The pursuit of excellence is gratifying and healthy, the pursuit of perfection is frustrating and a terrible waste of time. A defensive attitude towards change is self-defeating.

KEEP IT SIMPLE AND DO MORE WITH LESS

Prioritizing the necessary and eliminating the unnecessary is a condition to reduce overload and work more effectively, avoiding excess of inputs and procedures. According to Pareto's Principle only 20% of factors produce roughly 80% of results. Every day, Camparistas strive to keep under control what the 20% is: this also includes looking for best practices and scalable solutions, in order to achieve excellent results, while optimizing time.

RESPECT OTHERS AND THE PLANET

Camparistas behave as proper members of the Company community and responsible citizens of this planet, and proactively commit to their development. Camparistas value diversity, respect every opinion and firmly believe that diverse teams of non-experts perform better than non-diverse teams of experts.

OUR BUSINESS IN A NUTSHELL

Campari Group, founded in 1860 by Gaspare Campari with the creation of the iconic bright, red and bittersweet aperitif in Milan, has grown into a multinational entity with a diverse portfolio of spirits and beverages, that enjoy international appeal. This growth has been driven by both organic expansion and strategic acquisitions.

The Group aims to create and share long-term value with stakeholders, focusing on profitable growth, strong cash generation, and becoming a leading player in the global spirits industry by combining brand building, entrepreneurial drive, and operational efficiency.

The management believes that the Group's performance underlines the strength of its core brands and its consistent commitment to long-term goals. Campari Group is well-positioned for future growth, leveraging on the expansion of the international footprint of its enhanced brand portfolio, as well as on external growth through acquisitions. The Group also benefits from its robust business operating model and infrastructure and extensive distribution network in both developed and emerging economies, where it has made significant investments in recent years.

Additionally, Campari Group is committed to addressing climate change as one of the greatest challenges for the future of the planet as well as sustainability priorities, which have materialised in a short-to medium-term roadmap focusing on environment, people, responsible practices and community involvement, supporting various global and local sustainability projects.

A HISTORY OF ENTREPRENEURSHIP

Campari Group's expansion has been driven by intense acquisition activity and organic growth, the two pillars of its growth strategy. The first acquisition in 1995 marked the beginning of a strategy that combines and balances organic and external growth. Since then, nearly 40 acquisitions, for a total value of approximately €5.0 billion have added over 50 premium brands to the Group, each with a unique history and identity, enriching the Group's portfolio. More recently, the Group has announced its intention to streamline its portfolio via possible disposal of non-core assets, to further enhance its focus on key strategic priority brands. Moreover, in line with its premiumisation strategy aiming to foster long-term future growth, the Group has undertaken significant investments in maturing liquids in recent years, anticipating future demand for its aged product portfolio.

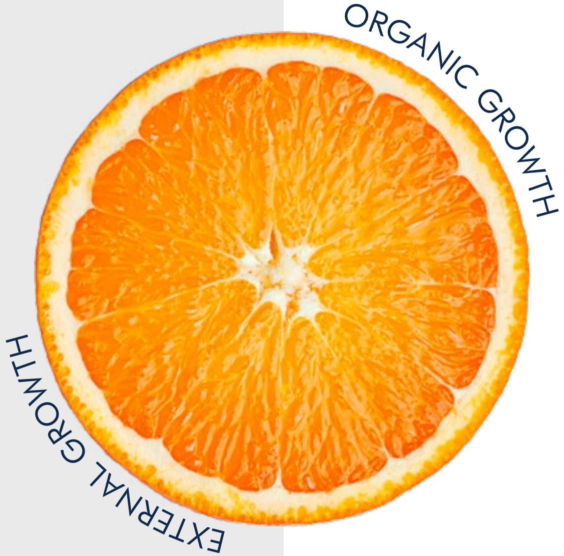
ORGANISATION ROLES AND RESPONSIBILITIES

Headquartered in Milan, Italy, Campari Group is organised into centrally based corporate functions and regional business units. The central functions are responsible for defining, guiding, coordinating, and supervising the implementation of corporate strategies, ensuring compliance with Group guidelines and policies. These functions include global brand strategies and consumer engagement, global supply chain, as well as group finance, tax, global business services, legal and business development, public affairs and sustainability, internal audit, human resources, IT and corporate communications.

The Group's business includes sales of spirits on the markets that are affected by economic factors influenced by homogeneous elements, although markets have different sizes and maturity profiles. These elements are primarily attributable to geographical areas' features and the related breakdown by countries and secondarily attributable to the development of brand clusters (global, regional and local) and the related breakdown by brands. From 1 January 2024, the Group's business units are organised by the following geographical regions: 'Americas', 'EMEA' (combining Europe and Southern Europe developing markets, Middle East and Africa) and 'Asia-Pacific. The in-market

companies, organised alongside regional business units, are responsible for implementing the Group's centrally defined strategy, key policies, and guidelines to support the international development of its global brands. Additionally, their objective is to ensure the execution of brand-building strategies for local and regional brands in their portfolios, develop commercial strategies with the company's customers, as well as build capabilities.

From 2025 the Group has further strengthened its operating model via the introduction of a fit-for-purpose organisation designed to better support the growth of our brands with consumers around the world. Therefore, to fully exploit the long-term potential of the Group's diversified portfolio with increasing share of aged premium spirits, Campari Group's operating model will evolve towards an organisation that combines four newly created Houses of Brands, interacting with the existing three regions, including House of Cognac&Champagne, House of Aperitifs, House of Whisk(e)y and Rum as well as the House of Agave. According to the new model, the Houses of Brands will be capable of enhancing the definition of the category ambition and also fuelling Campari Group's premiumisation journey via a more focused and effective allocation of brand building resources and investments in marketing, commercial, innovation and upstream supply chain, strictly coordinating with business units which continue to identify the Group's internal organisational structure and the way financial information is presented.



STRONGLY POSITIONED FOR FUTURE GROWTH: OUR AMBITION ROADMAP

I. GROWTH STRATEGY

Campari Group's growth strategy aims to combine organic growth through strong brand building with shareholder value-enhancing acquisitions. The Group's strategic vision is fuelled by the ambition to achieve or strengthen a significant presence in key geographic markets.

ORGANIC GROWTH

The Group is continuously leveraging on the expansion of the international footprint of its own enriched brand portfolio, aiming to drive faster growth of Global Priorities, incubate Regional Priorities with best-in-class marketing, innovation and brand building and generate steady growth in key Local Priorities through periodical renewals. It aims to continuously leverage rigorous cost discipline to reinvest savings in strategic brand building and develop the Group's presence in high-potential markets.

EXTERNAL GROWTH

Campari Group focuses its external growth efforts on spirits, aiming to seek acquisitions on a selective basis in markets where the Group controls its distribution, and to identify speciality brands with strong equity and pricing power, while maintaining financial discipline. In addition to acquiring businesses that have reached a meaningful scale on a stand-alone basis in given markets, thus giving the Group the critical mass to build new distribution capabilities, the Group also remains committed to achieving potential synergies from acquiring brands and/or businesses in markets where it has already established a strong presence.

Campari Group's growth plan focuses on a series of key priorities designed to enhance organisational agility, enabling the Group to promptly address risks and seize opportunities both externally and internally. The Group aims to expand its global leadership in the Aperitifs category, encompassing both alcoholic and non-alcoholic segments. Additionally, Campari Group aims to accelerate the growth of its spirits portfolio and strengthen its market presence in key regions such as Asia-Pacific.
To achieve these objectives, a comprehensive omnichannel strategy is being developed to foster brand preference and ensure consistent consumer and customer experiences worldwide, reflecting the high aspirational character of our brands and the Mediterranean lifestyle. Moreover, Campari Group remains deeply committed to sustainable development, guided by a well-defined framework with specific short-, medium-, and long-term commitments to create value across all business areas and for key stakeholders.

II. KEY STRENGTHS AND ENABLERS

To achieve its medium-term ambitions, Campari Group leverages the following key strengths and enablers:

a) digital transformation;
b) empowered brand portfolio, brand building, innovation, consumer engagement and marketing capabilities;
c) strengthened route-to-market;
d) strengthened global supply chain;
e) strong cash flow generation and financial debt profile to fuel external growth and investments in business infrastructure;
f) strong commitment to sustainability roadmap.

a) DIGITAL TRANSFORMATION

Historically, the Group has demonstrated exceptional agility in addressing challenges, effectively combining the robustness of a large organisation with resilience and an entrepreneurial spirit. A pivotal factor in Campari Group's agility is its commitment to digital transformation, to which the Group has allocated substantial resources. In fact, in 2024 Campari Group launched 'One Plan', an integrated transformation program designed to support the Group's strategic agenda. This investment aims to enhance planning capabilities, driving actionable insights through improved external data connection and structures, and achieve improved business outcomes. By leveraging these enhanced capabilities, the program will identify and realise new sources of growth, profit and productivity. The benefits of One Plan include improved forecast accuracy, enhanced decision-making and a superior end-user experience. Additionally, the program will prepare the Group for the future by keeping it aligned with industry trends and enable further innovation. This includes next-generation integrated planning through the connection of planning systems and the use of external data, generative artificial intelligence solutions ('AI') as well as other digital tools for which the Group already implemented guidelines for internal usage.

b) EMPOWERED BRAND PORTFOLIO, BRAND BUILDING, INNOVATION, CONSUMER ENGAGEMENT AND MARKETING CAPABILITIES

The brand portfolio represents a strategic asset for Campari Group, with intangible assets playing a key role in the market value of spirit products and reflecting the brands' strengths built over many years. The Group's diversified portfolio includes brands across a wide range of categories such as aperitifs, vodka, liqueurs, bitters, whisk(e)y, tequila, rum, gin, cognac, champagne and non-alcoholic aperitifs.

Until full year 2024 the Group categorized its brands into three main clusters based on geographic scale, business priority and growth potential: global, regional and local priorities. The eight Global Priorities (Aperol, Campari, Espolòn, SKYY, Wild Turkey, Grand Marnier, Jamaican rums as well as Courvoisier, which was acquired in 2024) are high-margin brands with strong market positioning in their core markets with potential to expand their footprints internationally.

Moreover, the Group manages a pool of Regional Priorities brands, which currently still have limited scale but potential for expansion in their regions. Local Priorities brands operate mainly in domestic markets with significant sales growth and mix improvement potential. The rest of the portfolio category includes agency brands and other non-strategic own brands, which the Group has progressively streamlined and divested in recent years to focus on its owned core brands. In line with its premiumisation strategy, Campari Group launched RARE, a division aimed at becoming a leading purveyor of luxury offerings in key global market, aiming to unlock and accelerate the growth of the Group's existing and future portfolio of super-premium products and above.

In 2025, the newly introduced model, Houses of Brands, will be capable of enhancing the definition of the category ambition and also fuelling the Group's premiumisation journey via a more focused and effective allocation of brand building resources and investments in marketing, commercial, innovation and upstream supply chain, strictly coordinating with Business Units which continue to identify the Group's internal organisational structure and the way financial information is presented.

The Group believes that with proper development, brand life can be indefinite: investments in brand-building fuel and protect the long-term value of the brands. The Group is committed to marketing investments aiming to strengthen brand recognition and reputation in key markets and new high-potential regions. By positioning its brands clearly and consistently, Campari Group strives to grow and maintain market share. Brand image is crucial as consumers are willing to pay higher prices for trusted brands, allowing companies to command higher prices, improve the mix, generate higher returns in the medium-to long-term and build premium positioning.

The Group's main marketing focus is to create a clear, distinctive, and enduring strategy to build and develop each product, making them premium, dynamic and

contemporary across diverse markets and consumer audiences. The central marketing strategy is developed by the Group's global strategic marketing team, and internationally by local markets. This centralised approach also includes product innovations, giving a global identity and strategic guideline tailored to local markets.
Campari Group leverages traditional media and new technologies, which are considered strategic due to their interactive, customisable, and measurable properties, and thus fitting both the on-premise as well as the off-premise channel. In fact, the Group has a growing focus on digital and social media, also building partnerships with influences. Moreover, Campari Group has accelerated its digital transformation, including online sales, to respond to changing circumstances and consumer behaviour, as well as further build momentum for its premium portfolio. Brand houses, which promote visibility of the Group's unique brands, remain a key pillar of the brand-building activities.

HOUSE OF APERITIFS

APEROL

BRAND IDENTITY[1]

Aperol is about joy of life. Bright orange in colour, it is low in alcohol content and has a unique bittersweet taste deriving from a secret recipe that has remained unchanged since its creation. Aperol Spritz is the quintessential social signature drink that perfectly expresses the brands 'Contagious joy of life'.
Aperol was founded in 1919 in Padova, an invention of brothers Silvio and Luigi Barbieri. Aperol became part of Campari Group's brand portfolio in 2003 through the acquisition of Barbero 1891 S.p.A., achieving new records of popularity and diffusion at international level. Thanks to its easy taste and versatile consumption occasions as well as the continuous marketing support behind it, Aperol has grown by over ten times since its acquisition, while becoming an iconic brand both in Italy and in international markets. The brands' core markets are Italy, Germany, the United States, France and the United Kingdom.

MAIN BRAND-BUILDING DURING THE YEAR 2024

The music platform continues to be a key channel for the brand with multiple activations around the globe to increase relevance and equity. Starting in February with a communication campaign during the **Sanremo Festival**, arguably the most famous cross-generational song festival in Italy, the brand has then sponsored **Coachella** in the United States with a global amplification plan for a second year, as well as sponsoring multiple local music festivals in Canada. In addition, the brand returned again to **Primavera Sound** in Spain, followed by pan European activations: in Germany with the **Aperol Sunday Vibes** and an extensive TV media campaign, in the United Kingdom with **Aperol Spritz Aperidisco** at the Battersea Power station in London, as well as in Belgium, Austria and Italy by sponsoring locally relevant Music Festivals to connect to the younger generations. In Greece, on-premise activations and marketing throughout the cities picked-up pace. With respect to tennis, the bond between Aperol and tennis was initiated through **the Australian Open sponsorship** (for the seventh year), with an extensive campaign in Australia, New Zealand and Global Travel Retail ('GTR'), as well as with the **US Open** (for the second consecutive year), focusing on brand awareness, utilising extensive media coverage, influencer partnerships, and on-site activations to promote Aperol as the ultimate daytime drink. During the winter season, the **Aperol Winter Tour** was launched in both the French and Italian Alps in key winter destinations during skiing World Cup events, while in Austria a fully immersive **Aperol Spritz winter experience** was built with premium on-trade activation and an experiential consumer event. At the end of the year the **Aperol Christmas Campaign** was launched in the United Kingdom, aimed to drive frequency among existing and lapsed Aperol drinkers, while **Aperol End of the Year Take Over**, a local sponsorship in Brazil, was launched in key locations with personalised activations for each party, elevating Aperol as the perfect partner to accompany Brazilian consumers in the most special moments.

1 Only main brands are presented in this table, while also other brands are included in the House of Aperitifs cluster, such as Sarti, Picon or Cynar.

CAMPARI

BRAND IDENTITY
Campari is the iconic, unforgettable Italian red bitter with its ethos of Red Passion. Vibrant red in colour, Campari has a unique and multi layered taste and is extremely versatile, offering boundless and unexpected possibilities. As a source Campari is the Group's signature brand. With a history beginning in 1860, it is a timeless, sophisticated and quality brand, but at the same time always evolving and avant-garde, representing a symbol of Italian excellence. Today the brand is sold in over 190 countries and, with its unmistakable red colour, the heart of many famous classic cocktails around the world, including the Negroni and Americano. In recent years, consumers have been increasingly embracing bitters and showing growing interest in classic cocktails and aperitifs. Campari, being a key ingredient in this arena, is capitalizing this positive trend for further expansion, providing a more sophisticated Spritz option for bitter taste lovers. The brand has a well-diversified geographic exposure with key international markets for the Campari brand being Italy, Brazil. the United States, Germany and Jamaica.

MAIN BRAND-BUILDING DURING THE YEAR 2024
Campari continued to champion the art of cinematic storytelling with a number of initiatives. Among these, Campari was an official partner at the **Festival de Cannes** (for the third consecutive year) with a stunning Hyde Beach and the unique Campari Lounge overlooking the iconic red carpet at Palais de Festival, while hosting unforgettable evenings, serving signature Campari cocktails. In addition, Campari was the official spirits sponsor at the 30th annual **Screen Actors Guild Awards** held in Los Angeles, as well as official co-partner of the **74th Berlinale Film Festival** in Germany (for the second consecutive year), the official partner of the **Locarno Film Festival** and for the first year the official red carpet cocktail partner of the **Toronto International Film Festival**. For the seventh year in a row, Campari renewed its presence as the main sponsor of the **81st Venice International Film Festival** with several activities, including a one-night-only Red Carpet of lights at the Nicelli Airport, celebrating a party of passion, mystery, and elegance. In Switzerland, the brand returned for the second year to **Art Basel**, one of the world's most prestigious art fair, continuing its long history of collaborating with contemporary artists and creatives. At the end of the year the **Campari Negroni Room initiative** was launched in key Italian cities, aimed to enhance Campari's association with Negroni through immersive experiences.

NON-ALCOHOLIC CRODINO

BRAND IDENTITY
Crodino is a single-serve non-alcoholic aperitif, produced since 1964. It was acquired by the Group in 1995. Over the years the brand has gradually expanded to some international markets and the Group is expecting to further expand the brand both domestically and internationally, leveraging the positive trend of low-alcohol/non-alcoholic drinks. The key market is Italy, while it is expanding its footprint internationally, mainly in seeding markets such as Switzerland, Germany and Benelux.

MAIN BRAND-BUILDING DURING THE YEAR 2024
With respect to Crodino, a new communication campaign was launched in Italy during the Italian Sanremo Festival to reinforce Crodino's position as the leading non-alcoholic aperitif, while a 360-degree video strategy campaign was launched, focusing on multimedia platforms to enhance brand appeal among young individuals. In Antwerp (Belgium) the brand was one of the main sponsors of the Drip Festival, as well as Asfalt Festival in Gent (Belgium) with a big Liquid to Lips activation. In addition, the Christmas 2024 Communication campaign, aimed to drive awareness of the new and taller 17.5cl format and sustain rotation frequency during the peak season through an integrated video and social media strategy.

APEROL SPRITZ READY-TO- ENOJY

Aperol Spritz ready to enjoy is a convenient aperitivo drink made with selected and high-quality ingredients. Each ready-to-serve bottle features the unchanged and secret Aperol recipe made with citrus oil infused with precious herbs and roots, as well as dry sparkling wine and a dash of soda. The key markets for this brand are Italy and Germany. Moreover, the brand is being progressively introduced in new markets, such as Germany, Italy, the United States, Austria and Switzerland.

CAMPARI SODA

Campari Soda is a single-serve alcoholic aperitif with its unique and incomparable flavour. This icon of the Italian aperitivo is presented in its signature bottle designed in the 1930s by Fortunato Depero. It was created in 1932 and is considered the first pre-mixed drink in the world. Italy is its core market. In terms of key marketing initiatives, a video strategy campaign has been activated in key moments during the year to support the sell-out. The brand exploited its unbreakable connection with the world of design during Milan Design Week 2024 bringing to life a 360 activation to increase relevance, while the Kappa X Campari Soda capsule collection was launched, aiming to attract younger consumers across Italy through a partnership with brand Kappa.

HOUSE OF WHYSKEYS&RUM

WILD TURKEY

BRAND IDENTITY

Wild Turkey is an American icon. It has been the authentic Kentucky Straight Bourbon Whiskey for over 100 years, with the original distillation and maturing process that has never been changed since it was first introduced. The brand was acquired by Campari Group in 2009 and under the guidance of Master Distiller Jimmy Russell, who has worked in the distillery for over 70 years, the Wild Turkey Bourbon offering has seen extraordinary growth.
Russell's Reserve is a whiskey born in the rick house, an exemplary Kentucky Straight craft whiskey that explores the benefits of extended ageing. Russell's Reserve bourbon and rye are a product of time, place, and masterful maturation, each reflective of the environment and magic that unfolds in the barrel and represent the very best in American Whiskey.
The Group's key focus area to further develop the Wild Turkey portfolio is to premiumise the offering through the introduction of more premium extensions and limited editions, for both the Wild Turkey and Russell's Reserve brand. The United States is the biggest market for the Wild Turkey portfolio, followed by Australia, South Korea, Japan and Canada.

MAIN BRAND-BUILDING DURING THE YEAR 2024

Wild Turkey
The new **Jimmy Russell Wild Turkey Experience brand house** was opened in Lawrenceburg, building on its established Kentucky roots to offer immersive whiskey experiences, celebrate its heritage and strengthen its position as a global premium American icon. Jimmy Russell's 70th anniversary as the world's longest-serving spirits Master Distiller was celebrated in September with a special limited-edition **Wild Turkey Jimmy Russell's 70th Anniversary 8-Year-Old**, which was launched firstly in the United States. Moreover, the 10th edition of the annual limited release series, **Wild Turkey Master's Keep**, showcased **Triumph**, a 10-year-old Kentucky rye whiskey.

Russel's Reserve
Driven by a commitment to release just the highest quality offerings, only when they are at their peak of maturity, Master Distiller Eddie Russell and his team identified a particular 15-year small-batch bourbon as this year's gold standard from the historic distillery and thus the Russell's Reserve **15-year-old Kentucky Straight Bourbon Whiskey**, the first ever 15-year-old offering, was launched as a limited edition. The third release of the Single Rickhouse series, **Russell's Reserve Single Rickhouse 2024** from **Camp Nelson B**, featured a rare release from a single rickhouse, with supporting activities including a press tasting and an 'Ask Me Anything' session with Bruce Russell.

JAMAICAN RUMS

BRAND IDENTITY
The Jamaican sumptuous rums characteristics are alive, vivid and rich with complex flavours and aromas. The portfolio was acquired by the Group in 2012. It includes mainly **Appleton Estate** and **Wray and Nephew Overproof**, a high-proof white rum, continuing to develop its reputation as a mixologist's favourite due to the depth of its flavour, versatility, and quality. The rum category continues to innovate and increase its premium positioning through the launch of more high-end propositions, ranging from the Signature release to the 21-year-old, from sumptuous cocktail rums to luxurious sipping rums, remaining true to its roots and Jamaican flavour. The Jamaican rum portfolio has grown positively in recent years both in its domestic Jamaican market and in international markets, especially the United States, the United Kingdom, Canada and Mexico.

MAIN BRAND-BUILDING DURING THE YEAR 2024
Appleton Estate
The brand continued its journey to become the ultimate luxury rum, engaging consumers in a series of high-touch rum Masterclasses at the world's most prestigious art fair, **Art Basel** in Switzerland. In terms of innovations and exclusively for the Canadian market, Appleton Estate launched an **8-year-old Double Cask rum**, an innovative rum finished in Speyside scotch barrels, while one of the rarest and most exclusive releases of the collection to date the **Appleton Estate Hearts Collection** (1998 release) was launched with successful press tastings and events across the European markets.

Wray & Nephew Overproof
In its homeland of Jamaica, Wray & Nephew is omnipresent: in 2024, the brand signed on as the title sponsor of the Jamaican Premier League. With annual presence across events like Notting Hill Carnival in the United Kingdom and the annual Pull Up event series in the United States, the brand also continued to have a meaningful presence in markets beyond Jamaica.

OTHER WHISK(E)Y[1]

BRAND IDENTITY
The **GlenGrant** is an ultra-premium single malt Scotch whisky brand, established in 1840 in Rothes, Scotland. It was acquired by the Group in 2006. The brand has reached a fairly diversified geographic exposure and in recent years the Group has decided to increase its long-term strategic focus on higher margin and longer aged ultra-premium and luxury expressions of the brand. The key markets for the brand are South Korea, Japan and Global Travel Retail.

Wilderness Trail whiskeys are for discerning craft bourbon and rye enthusiasts looking for something new — a whiskey that is a little bit science and a little bit rock and roll. Unlike most American whiskeys, Wilderness Trail uses a sweet mash fermentation technique, rather than the more widely sour mash, along with a proprietary infusion mashing process that better maintains grain integrity while using as little energy as possible. The ultimate result is a softer, more grain-flavour-forward-finish that has become a hallmark of all Wilderness Trail's world-class whiskeys. The brand's key market is the United States.

Wild Turkey ready-to-drink is a genuine drink with its authentic bourbon characteristic. The core market of this brand is Australia, followed by Japan.

MAIN BRAND-BUILDING DURING THE YEAR 2024
In terms of innovations, The Glen Grant launched 'The Glasshouse Collection', featuring the brand's permanent prestige range of whiskies, including new 25-year-old and 30-year-old expressions, and partnered with artist Lachlan Turczan for an installation.

1 Other Whisk(e)y also includes American Honey.

HOUSE OF AGAVE

ESPOLÒN

BRAND IDENTITY

Espolòn is an award-winning premium tequila made from hand harvested 100% blue weber agave. It is distilled and bottled at Casa San Nicolas distillery in Los Altos, in the Jalisco region of Mexico. Espolòn was founded in 1998 by Maestro Cirilo Oropeza, who dreamed of creating a tequila that blends Mexican tradition with modern production techniques. Acquired by the Group in 2008, Espolòn has been re-launched as a premium tequila brand and since then, recorded a strong growth, proving itself as one of the key players in an ever-growing tequila category. The core markets for Espolòn are the United States and Australia, moreover, it is continuing to expand to other international markets, such as Canada, Italy and more.

MAIN BRAND-BUILDING DURING THE YEAR 2024

The first global campaign for the brand To the Bone was launched in the United Stated and Australia: a departure from the traditional industry-standard backdrop of agave fields, the new campaign was shot in the inspiring, creative hub of Mexico City, highlighting the contemporary, unstated vibrancy of Mexican culture, that is at the core of the brand, and aiming to become the most irreverent and iconic premium tequila globally. Espolòn launched its **25th Anniversary Edition**, the first-ever limited edition, in collaboration with renowned Mexican artist Saner, to celebrate modern Mexico and the brand's connection to street art and design. Moreover, the brand was the main tequila partner of the renowned **Governor's Ball Music Festival** in New York. During the fall the new limited-edition **Flor de Oro**, the first tequila of its kind (a marigold-infused reposado tequila) was released, aiming to reinforce the brand's authentic Mexican heritage and premium perception. This special seasonal release was launched in the United States and GTR markets with a special release celebrating the Day of the Dead, supported by media and events. In November, Espolòn became the official tequila sponsor of the 25th Annual Latin Grammy Week and partnered with renowned Grammy nominated Latin Music Superstar **Álvaro Díaz**, celebrating Latin creativity and culture through various events, including the 25th Annual Latin GRAMMY Awards® ceremony, and introducing 'The Calavera Collection: Los Mavericks Edition' with custom merchandise and sneakers.

MEXICAN SPECIALITIES

BRAND IDENTITY

Cabo Wabo shines with smooth, authentic flavour and unique personality. It is created with respect of the long-standing tequila traditions in Mexico. A tequila made with an undeniably American spirit. It embodies the freedom to live, work and play hard. The brand's top market is the United States.

Montelobos is born from centuries of ancient mezcalero craft and enlightened by the methodical pursuit of true perfection. Meticulously crafted, sustainable, artisanal-produced and strikingly balanced, Montelobos is an experience unto itself. Its key markets are Mexico and the United States.

Ancho Reyes is a craft Mexican liqueur made from the beloved and unique Ancho Chile, inspired from a 1920s recipe from the town of Puebla in Mexico. Spicy, rich, and uniquely influenced by the old-world liqueurs that made their way to Mexico, Ancho Reyes evokes a sense of timelessness with authentic flavours of Mexico. Its key markets are Mexico and the United States.

MAIN BRAND-BUILDING DURING THE YEAR 2024

At the Global Spirits Masters for Tequila&Mezcal awards, organised by 'The Spirits Business' publication in London, the Group's tequila and mezcal portfolio emerged as significant winner affirming the quality of products and their strong presence in the premium market with brands like Cabo Wabo and recognizing Montelobos as a standout in the mezcal category. With respect to the Montelobos brand, it held its annual best in class 3-day experiential event around Dia de los Muertos, 'Noche de Lobos' in Oaxaca, Mexico, aimed to position Montelobos as a top mezcal brand, educate on the category, and build advocacy with top tier trade, media, influencers and brand partners around the world.

HOUSE OF COGNAC & CHAMPAGNE

GRAND MARNIER

BRAND IDENTITY

Grand Marnier cognac and orange liqueur is the iconic spirit of vibrant French lifestyle around the world. In its unique and timeless bottle, which evokes the silhouette of the Cognac copper still, it is made from the unique combination of the finest French cognacs and essence of exotic bitter oranges. Created in 1880, Grand Marnier is one of the world's most recognised and storied spirits brands with a rich history and strong presence in premium on-trade outlets. It was acquired by Campari Group in 2016 and following the acquisition, the Group has relaunched the brand through a new marketing campaign emphasizing the heritage and quality of the brand as well as redefining the brand's drinking strategy by focusing on mixology, classic cocktails, particularly the Grand Margarita which leverages the buoyant trend of premium tequila, and long drinks. Aiming to further premiumise the offerings, the Group also launched a selection of high-end expressions of Grand Marnier, such as Grand Marnier Cuvée du Centenaire and the Grande Cuvée Quintessence. The United States is the biggest market for the brand, followed by Canada, France, Global Travel Retail and Italy.

MAIN BRAND-BUILDING DURING THE YEAR 2024

Given its affinity with the rap and hip-hop scene as well as a younger multicultural consumer profile especially in the United States, Grand Marnier has launched many initiatives and partnerships to strengthen its image within these communities. Accordingly, the brand sponsored the post-event celebration of the **NBA All-Star Weekend Festival** featuring a surprise performance by hip-hop icon **2 Chainz**, with whom a partnership agreement has been started and will include various events and marketing initiatives in the upcoming period. In fact, 2 Chainz was also present at the **New York Fashion Week** to celebrate the fusion of Grand Marnier, music and fashion, collaborating with designer Brandon Blackwood, while in collaboration with him **The Rouge Room** was launched, a digital content series celebrating the power of unexpected collaborations. Moreover, the brand was celebrated at exclusive cocktail parties during the **Grammy Awards** weekend, and within the activation **Encounter on the road**, an event held at Miami Music Week to enhance the brand's cultural and musical blend and expand its consumer base. A summer campaign was launched in major cities in Canada, aimed at enhancing the perception of Grand Marnier as a viable alternative in the Margarita, the country's most popular cocktail. A special partnership with grammy winning rapper, entrepreneur and fashion icon, **Future**, was launched at the end of the year, featuring exclusive Grand Margarita tasting events and promotional activities in key cities in the United States. In France, Grand Marnier continued to conquer the hearts of bartenders, with the **Grand Margarita** remaining at the heart of cocktail masterclasses and bar takeovers. Finally, Grand Marnier was also an official sponsor of the World's 50 Best Bars in Madrid, hosting an exclusive bartender evening at the heart of the city pre-event.

COURVOISIER

BRAND IDENTITY

Maison **Courvoisier** was founded in 1828, by Félix Courvoisier in Jarnac, the Charente region of France. Courvoisier is the youngest and most awarded of the 'big four' historical cognac houses and received the title of Official Supplier to the House of the Emperor by Napoléon III, supplied the royal courts of Europe. Courvoisier has a range of expressions that appeals to a variety of cognac preferences and lifestyles, including VS, VSOP, XO, XO Royal and the ultimate expression of the House, L'Essence de Courvoisier. Based on the joyful, generous, and sophisticated house style and commitment to community and craftsmanship, Courvoisier continues to value its relationships with local artisans and winegrowers to produce its high-quality, award-winning cognac portfolio. The core markets for Courvoisier are the United States and the United Kingdom.

MAIN BRAND-BUILDING DURING THE YEAR 2024
Campari Group launched the reopening of **Maison Courvoisier** in the heart of Jarnac after a multi-year restoration, transforming the historic home into a showcase of Cognac heritage, led by renowned designers Gilles&Boissier. Covered by top press from around the globe, this beautiful space also features a visitor centre for year-round tastings and custom bottling experiences. During the launch event 14 key writers and influencers were invited to experience its nearly 200 years of history and exceptional design first-hand including Forbes, Elle Decoration, Architectural Digest and Sunday Times SA.
At the end of 2024, Courvoisier was announced as the Official Cognac Sponsor of **GQ's Men of the Year** rolling out a robust 360 media and e-commerce plan building relevance, driving consideration, and increasing conversion for the brand. Man of The Year received strong numbers hitting a huge audience of red-carpet viewers during the livestream and impressions. Every year, GQ highlights the most influential people in fashion, entertainment, and sports, including cultural pioneers such as Dwayne 'The Rock' Johnson, Pharrell Williams, and Shaboozey who all received their own personalized Courvoisier bottle at the event.
The United Kingdom and South African markets were also highly active with a series of **influencer programmes** set to celebrate the end of year and festive season.
An exclusive Friendsgiving supper club in partnership with tastemaker Jesse Jenkins took place in London pairing Courvoisier cocktails with show-stopping dishes.

CHAMPAGNE LALLIER

BRAND IDENTITY
Champagne Lallier was founded in 1906 in Aÿ, one of the few villages classified as 'Grand Cru', and a prestigious name embodying Champagne magnificent heritage. Lallier stands as a modern and respected Champagne House, thriving on the reputed vineyards elevated through progressive savoir-faire. Its distinctive winemaking philosophy aims at enhancing the individuality of a terroir. The key markets are France, the United States and Italy.

MAIN BRAND-BUILDING DURING THE YEAR 2024
With respect to Champagne Lallier, the brand sponsored sommelier events aimed at high-profile global sommeliers to generate reach and affinity for the brand. Champagne Lallier Réflexion R.020 was launched in the brand's core markets, and was introduced to esteemed representatives of the press and distinguished clients. R.021, the latest iteration of the product, and the first created by Dominique Demarville from vine to bottle launched in France.
The Lallier Réflexions platform, launched in 2023 to reinforce Lallier awareness, collaborates annually with new craftspersons and local chefs. For 2024 and 2025, the platform features British ceramicist Olivia Walker, who created a porcelain diptych inspired by R.021 wines, with local launches and food pairings in key markets.

BISQUIT

The House of Bisquit Cognacs was founded in 1819 in the heart of France, from the spirit of one man: Alexandre Bisquit. While discovering the world to promote his Cognacs, he understood how important it is to give things time and to cultivate privileged moments as **Time is what you make it**. A life philosophy that he decided to implement for the elaboration of his Cognac.

LOCAL BRANDS

SKYY

BRAND IDENTITY
SKYY Vodka was acquired by the Group in 2001, born in San Francisco in 1992 and is steeped with the innovative and progressive spirit of California. Conceived by a first-generation American inventor looking to create the world's smoothest vodka, SKYY revolutionized vodka quality with its proprietary quadruple-distillation and triple-filtration process. SKYY has recently added more character to its liquid, now made with water enhanced by minerals, including Pacific minerals sourced from the San Francisco Bay Area, and filtered through California Limestone for fresher tasting cocktails. With its iconic, cobalt-blue bottle, which reflects the name of the product, SKYY was the first vodka to introduce packaging as

a 'style image'. The United States has been the biggest market for SKYY. At the same time, SKYY has expanded into many international markets which represent key growth drivers for the brand. Key markets outside of the United States include Argentina, Germany, China and South Africa.

MAIN BRAND-BUILDING DURING THE YEAR 2024

The new digital global campaign **Embrace Every Y** was firstly launched in the core United States market, celebrating the spirit of innovation and bold creativity that the brand has embodied since its inception in San Francisco in 1992. In May the brand was the **official Vodka Partner** of **Electric Daisy Festival** Las Vegas, the biggest electronic dance music festival in the United States.

SPARKLING WINES&VERMOUTH

The **Cinzano** portfolio includes on the one hand sparkling wines and on the other hand vermouth and therefore offers a wide range of quality products that are suitable for different occasions and tastes. The portfolio was acquired by the Group in 1999. The key markets for Cinzano sparkling wines are Germany and Mexico. The key market for Cinzano vermouth is Argentina.

Mondoro is an Italian superior quality sparkling wine brand. Its elegant taste and prestigious, sensual bottle design are a symbol of taste and quality.

Riccadonna is one of Campari Group's historical brands and offers a range of dry and sweet sparkling wines. The brand was founded in 1921 and acquired by the Group in 2003. The key markets for Mondoro and Riccadonna are France and South America.

SKYY READY-TO-DRINK

SKYY Vodka ready-to-drink offers the taste of the premium SKYY vodka in a convenient format with soda and various flavoured ingredients, ready to be enjoyed in any social moment of consumption. Mexico is the core market for the brand.

c) STRENGTHENED ROUTE-TO-MARKET

In recent years, the Group has invested significantly in reinforcing its distribution capabilities across on-premise and off-premise channels in international markets. The strategy involves establishing its own distribution network in each country ('direct market'), selling to retailers and wholesalers through its internal sales organisation whenever the critical mass reached in a given market makes a direct investment financially attractive. Establishing direct markets increases focus on the Group's own brands, improves working capital management and achieves financial benefits.

Currently Campari Group's distribution network largely reflects the structure of the three regional business units, and broadly covers core markets in Europe and the Americas, as well as APAC, with direct networks in 26 markets: 7 in the Americas (the United States, Jamaica, Canada, Brazil, Mexico, Argentina and Peru), 13 in EMEA (Germany, Italy, France and Martinique, Spain, Russia, Switzerland, Austria, Benelux, the United Kingdom, Ukraine, South Africa and Greece) and 6 in Asia-Pacific (Australia, China, South Korea, India as well as New Zealand and Japan). In markets without own local sales organisations ('third-party markets'), the Group works with local independent importers or local partnerships.

The Group remains committed to establishing and sustaining a leading position in all direct markets emphasizing its own brands and leveraging on a scalable business model throughout the organisation. Approximately 93.0% of the Group's consolidated net sales in 2024 was generated by its direct markets.

d) STRENGTHENED GLOBAL SUPPLY CHAIN

Over the years the Group has significantly expanded its supply chain capabilities, bringing bottling activities to the core markets like the United States and Australia. At 31 December 2024, the Group owns 25 production sites across various countries, including Italy, France, Scotland, Greece, the United States, Canada, Jamaica, Mexico, Brazil, Argentina and Australia.

The Global Supply Chain ('GSC') structure is optimized to have central GSC design solutions, while regional teams manage their execution locally. This approach ensures more consistency, reduced IT complexity and cost efficiency, and is supported by recent tech investments in SAP Integrated Business Planning systems for Supply Chain powered by SAP HANA for the implementation of automated, tightly coordinated supply chain planning processes. The GSC operates an end-to-end supply solution covering the functions of planning, logistics, engineering, manufacturing, transformation, quality, environment, global research and development. Moreover, this organisational structure clearly ensures the separation of roles and responsibilities between marketing and sales organisations, responsible for sales and marketing activities, and the GSC organisation, responsible for coordinating all supply chain activities.

GSC's strategy aims at providing a high-quality, customer-centric supply chain that is globally leveraged, with focus on margin protection, which has become increasingly crucial in the current global macroeconomic landscape. It consistently ensures optimal efficiency levels and oversees demand planning to provide accurate forecasts for future demand. The primary objective is to optimize inventory levels while maintaining high customer service standards.

Furthermore, with the objective of fostering sustained long-term growth, in 2024 the Group continued its extraordinary investment plan to substantially expand production capacity, finished product storage, and site utilities, driven by positive demand expectations, particularly for aperitifs, bourbon and tequila.

Externally, GSC ensures that the Group's products are offered with the right quality to consumers, meet regulatory requirements and food safety and quality standards, which is guaranteed through rigorous inspection and analysis. Also, the monitoring and addressing of consumer complaints is part of its role, aiming to ensure the right level of customer service.

Campari Group's environmental and sustainability strategy is embedded in the comprehensive engagement of all production activities and the entire value chain aiming at optimizing energy consumption, including the transition to renewable energy sources, decarbonisation, minimizing water and waste, and ensuring compliance with local regulatory environmental standards, thus minimizing the environmental footprint.

e) STRONG CASH FLOW GENERATION AND FINANCIAL DEBT PROFILE TO FUEL EXTERNAL GROWTH AND INVESTMENTS IN BUSINESS INFRASTRUCTURE

Campari Group has a solid track record of acquisitions and confirmed this strategy in 2024. Since 1995, the Group has completed a total of nearly 40 acquisitions for an overall amount of approximately €5.0 billion. In 2024, the largest deal in the Group's history was completed (the purchase price paid amounted to US$1.2 billion, corresponding to €1.1 billion at the hedged currency exchange rate). The brand strategic assessment and way forward are expected to be ready at the end

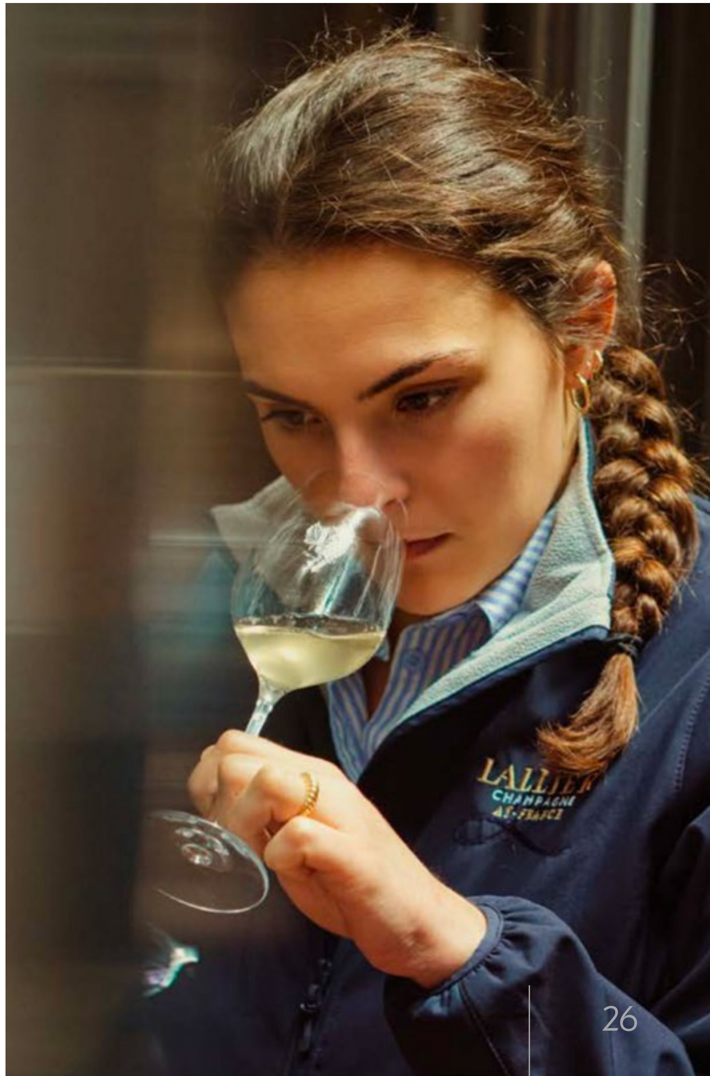
of 2024 for launch and rollout in 2025 with focus on structural reset of brand health and profitability with clear long-term roadmap. More recently, the Group has announced its intention to streamline its portfolio via possible disposal of non-core assets, to further enhance its focus on key strategic priority brands.
The continuous commitment to an efficient working capital management and strong cash flow generation over the past years, driven by sustained operating performance, has enabled rapid deleveraging after acquisitions, while maintaining a disciplined approach to financial management across the whole organisation and focusing on a conservative leverage profile.

Net financial position management is characterised by the following features:

- predominant medium - and long-term exposure balanced by positive short-term net financial position;
- focus on an optimized leverage profile, internally measuring the indebtedness ratio with the aim to retain it at a manageable level;
- flexibility guaranteed namely by no covenants on existing debts and strong financial structure boosted by liquidity and available credit lines, aligning the credit profile with optimal market opportunities;
- adeptly balancing the current profile between variable and fixed rates and dynamically leveraging market conditions, aiming to minimise exposure to risks and navigate the substantial market volatility stemming from the prevailing macroeconomic environment;
- optimizing the Group's debt structure by extending the average maturity of its liabilities while benefiting from favourable market conditions;
- exposure to exchange rate risk, namely deriving from financial requirements connected with business development, managed primarily through 'natural hedges' achieved through the modulation of debt exposure as well as the stipulation of derivative contracts only with hedging purposes;
- embedding sustainability-linked components in new facilities or loans, considering the Group's goal of fully integrating its sustainability strategy into its business activity.

f) STRONG COMMITMENT ON SUSTAINABILITY ROADMAP

The Group strategy, values and priorities are integrated with Campari Group key ESG topics, principal risks, core KPIs, targets and the Group contributions to the sustainable development goals. This approach offers a holistic view of the business and its influence on the broader spirits sector, intertwined with a culture of ethics that permeates the entire Group. This ensures that every aspect of the Group operations is consistently managed with probity and integrity. Campari Group constantly comes across new opportunities to generate positive economic, social and environmental impacts. As a result, the Group sustainability commitments are formalised and articulated in a roadmap endorsed by top management, with support from all major global functions. This roadmap directs investments and drives performance towards specific priorities within each area, reflecting the Group's values and culture. It has led to the identification of key actions in the sustainability areas deemed most relevant for a company in the spirits sector. During 2024, the Group worked on the internal implementation of the regulatory requirements arising from the Corporate Sustainability Reporting Directive ('CSRD'). In particular the Group reviewed and integrated the following activities to ensure compliance for the first integrated annual report disclosures at 31 December 2024 based on the new regulatory environment: i) EU taxonomy disclosure; ii) double materiality assessment; iii) European Sustainability Reporting Standards ('ESRS') with a gap analysis compared to what was disclosed in the 2023 sustainability disclosure.
Although the updated double materiality assessment did not result in significant changes to the overarching strategic objectives, it did drive the establishment of targets for other critical areas and the prioritisation of material topics. Building on the insights gained from the current assessment, the Group is refining the methodology for the next phase of sustainability due diligence assessment. For additional information please refer to the 'Sustainability statement' - section.



III. KEY COMPANY INITIATIVES

2024 was a year marked by a challenging backdrop due to macroeconomic, sectorial and climatic factors. During the year, Campari Group also completed its largest ever acquisition with Courvoisier. Throughout this period, the Group has shown significant resilience and adaptability while maintaining its focus on medium - to long-term strategy. In order to further accelerate its growth and profitability going forward, the Group has defined some strategic actions to increase focus, simplification and cost containment. Accordingly, Campari Group will launch the following three key actions which will be rolled out gradually over the coming months consisting of three main components:

- implementation of a New Operating Model ('House of Brands');
- management of Portfolio Optimization;
- execution of a Cost Containment Program.

NEW OPERATING MODEL – HOUSES OF BRANDS

The House of Brands model is the new Operating Model that Campari Group aims to adopt, revolving around the interaction between the existing regional business units and four newly created category divisions: House of Aperitifs, House of Whisk(e)y and Rum, House of Agave, and House of Cognac&Champagne. This model aims to enhance category ambition, premiumisation and end-to-end responsibility for global category profit or loss and resource allocation. Moreover, it will enable better definition of category ambitions, stronger central coordination of marketing, increased efficiency, and more effective allocation of brand-building resources and investments. It will also enhance marketing effectiveness by leveraging local marketing capabilities. The new Operating Model has three key objectives: i) enhance focus on strategic brands and streamline and rationalise brand portfolio with possible disposal of non-core assets, ii) create entrepreneurial mindset in category and brand organisation, as well as iii) simplify and streamline strategy and planning processes.

PORTFOLIO OPTIMIZATION

In line with the strategy to continuously enhance focus on core priority brands, portfolio optimization involves streamlining the brand portfolio by disposing of non-core brands as well as reallocating resources to the Group's core priority brands. This strategy aims to maximise returns as well as overall profitability and support growth consistently with the House of Brands model. Since 2013, the Group has completed over 10 disposals for a total amount of approximately €500 million.

COST CONTAINMENT PROGRAM

The Cost Containment Program is a set of initiatives designed to create efficiency in structure costs through better resource allocation, simplification and end-to-end process review. It includes technology infrastructure investments and a comprehensive review of all functional organisations and is expected to lead to operating margin accretion, comprehensive selling, general and administrative expenses savings, and improved business insights through next generation planning processes while maintaining business investments to support growth going forward. The program will also contribute to the overall financial health and sustainability of Campari Group and is comprised of the following design principles: i) alignment to the new operating model, ii) delayering, iii) process simplification and automation, iv) prioritizing activities and initiatives, v) holistic cost reasoning, vi) functional accountability, vii) year-over-year productivity.

The program will stem from reorganization and policy reviews, including labour cost reductions across the organisation and containment of selling, general and administrative expenses, in line with the new operating model. The project will be gradually rolled out over the coming months, starting in 2025. Implementation involves a detailed analysis of the operating model, simplification of key processes, and alignment of resources. The financial impact was recorded in the Group's results for the year ended 31 December 2024 the restructuring initiative line totalling €102.6 million.

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The risk management and internal control system is an integral part of Campari Group's operations and culture and supports the efficiency and effectiveness of business processes, the reliability of financial and sustainability information and compliance with laws and regulations.

The Group has a risk management system in place aimed at identifying, assessing, taking action and monitoring opportunities or risks and events that could have an impact on Campari Group's strategic, operational, financial, compliance and ESG-related business objectives. The goal is to strike a balance between mitigating the adverse impact of risks while maximising the ability to create value for its stakeholders. Campari Group has implemented the Self-Risk Assessment ('SRA') to determine, assess and monitor corporate risks, as well as the Fraud Risk Assessment ('FRA') to identify, assess and monitor fraud risks. Both initiatives enable self-assessment and direct participation by operational management and/or other operators responsible for risk assessment.
The SRA and FRA involve individuals globally at local, business unit and group level, and their objectives can be summarised as follows:

- help the business to promptly identify corporate and fraud risks and consequently make strategic and operational decisions;
- strengthen the understanding of the Group's risk profile to allow decision-makers to analyse corporate and fraud risks and monitor how they evolve over time;

- ensure the traceability of risk assessment activities that provide the foundation for the financial and sustainability information communicated to stakeholders.

To assess the effectiveness of this framework and identify opportunities for improvement, the internal control system is subject to annual verification and updating to ensure that it is always a suitable instrument of control over the business's principal areas of risk. Campari Group operates at three levels of internal control:

- first level: structures responsible for individual risks, for their identification, measurement and management, as well as for performing the necessary checks;
- second level: departments responsible for supporting management with setting policies and procedures and developing processes and controls to manage risks and issues;
- third level: this provides independent and objective assurance of the adequacy and effective operation of the first and second levels of control and, in general, of the overall way of managing risks. This activity is carried out by the Internal Audit function, which operates independently; assessment of the controls may require the definition of compensating controls and plans for remediation and improvement. The results of the monitoring activity are subject to periodic review by management.

In accordance with international best practices and in line with the Group's values and ethical principles, the controls put in place by Campari Group can be preventive (i.e. designed to prevent errors or fraud) or detective (i.e. designed to reveal errors or fraud that have already occurred). An assessment of the design and operating effectiveness of key controls is carried out by the Internal Audit function.
The Control, Risks and Sustainability Committee, External Auditors and Board of Directors monitor the effectiveness of Campari Group's internal control and risk management system. In 2024, Campari Group's risk management and internal control system operated as designed, as no significant failings were identified in both financial and sustainability disclosures. For more detailed information on the main features of the risk management and internal control system in relation to the sustainability reporting process, which were enhanced according to the new CSRD requirements, please refer to the 'Risk management and internal controls over sustainability reporting' in the 'Sustainability statement' section in the 2024 Management Board Report.

I. RISK APPETITE

The principal risks have been categorized by their relationship to strategic, operational, financial, compliance or ESG-related business objectives and linked to the related underlying driver. Campari Group sets its risk appetite within risk-taking and risk acceptance parameters driven by the applicable laws, the Code of Ethics, core values and corporate policies. Campari Group operates within a relatively low overall risk range inherent to its activities and strategy. The Group's risk appetite differs by risk category, as set out below:

Risk Category	Category Description	Risk Appetite
Strategic	Risks related to Campari Group's business strategy that could affect its long-term positioning and performance.	Campari Group is prepared to take risks in a responsible way that takes stakeholders' interests into account and is consistent with the Group's growth strategy by maintaining a very disciplined financial approach.
Operational	Risks impacting internal processes, people, systems and/or external resources that affect the Group's ability to pursue its strategy.	Campari Group looks to mitigate operational risks to the maximum extent based on cost/benefit considerations.
Financial	Risks relating to the uncertainty of return and financial loss due to financial performance.	Campari Group has a cautious approach with respect to financial risks. Through debt capital market transactions, cash balances and bank credit line agreements, Campari Group seeks to maintain a debt/capital structure profile that achieves investment in long-term goals and rewards stakeholders.
Compliance	Risks of non-compliance with laws, regulations, local standards, Code of Ethics, internal policies and procedures.	Campari Group has a cautious approach with respect to Compliance risk and holds itself and its employees responsible for acting with honesty, integrity and respect and strives to comply with the Group's Code of Ethics, applicable laws and regulations at all times everywhere the Group operates.
ESG-related	Risk from insufficient ESG analysis not meeting stakeholders' expectations as well as execution of effective sustainability strategies, and risk of not properly delivering the Group's commitment to social and environmental targets, leading to business, financial and reputational damage or legal action.	Campari Group adopts a prudent strategy towards ESG initiatives, focusing on clearly defining and executing sustainable business objectives. The Group is committed to continuously enhancing its engagement with stakeholders, recognizing the increasing demand for transparent disclosure of its social, governance, and environmental impacts. Campari Group strives to mitigate ESG risks to the greatest extent possible, balancing economic and strategic considerations to ensure the protection and long-term sustainability of the Group's assets. All ESG-related risks are covered in the Double Materiality Assessment section of the Sustainability statements included in this Annual report.

II. MAIN RISKS FOR CAMPARI GROUP

The Group systematically assesses risks of various natures that could influence sustainable business operations. These risks are categorized according to their overall exposure, assigning them a designated priority. This classification enables a focused approach towards addressing the most pertinent risks. The expectation is that these risks will be mitigated through meticulously planned initiatives, aiming to restrict them to a level aligning with the predetermined risk appetite. This approach is consistently maintained with the foresight that risk management will be an integral part of regular business proceedings.

The results of the risk assessment for 2024 were managed in consistency with the double materiality assessment ('DMA') performed on ESG-related topics. This approach has been pivotal in shaping the Group's annual strategy, identifying concrete actions and establishing comprehensive risk mitigation processes. These outcomes strengthen the development of policies, procedures and controls, while also defining the scope of internal audit activities and guiding the business planning and performance management processes.

The main risks to which the Group is exposed are noted in the next paragraph. Although the principal risks reported are largely similar compared to what was disclosed in the Campari Group Annual Report at 31 December 2023.

The representation does not include all possible risks associated with Campari Group's business and the order of presentation does not imply a list of priorities. Additional risks not known or currently deemed to be less significant could have a negative effect on the Group's performance.
As cautionary notice, it is important to highlight that within the current macroeconomic landscape, production activities, the entire value chain, and the execution of Campari Group's strategies are susceptible to the impacts of climate change. These impacts encompass both acute and extreme unpredictable events, as well as chronic factors such as rising temperatures and drought, presenting physical risks. These risks have the potential to disrupt local supply chains, modify industrial processes, impact sales seasonality and cause damage to products, consequently disrupting production at certain facilities.

Risk Area	Risk category	Sub-risks and definitions	Remediation actions and mitigation plans
Risks relating to Campari Group's dependence on consumer preferences and habits and propensity to spend	Strategic risks	A critical success factor in the beverage industry is the ability to interpret consumer preferences and tastes and to continually adapt sales strategies to anticipate market trends and developments. Preferences and tastes can change in unpredictable ways due to a variety of factors, such as changes in demographics, consumer health and wellness, concerns about obesity or alcohol consumption, product attributes and ingredients and negative publicity resulting from regulatory action or litigation against Campari Group. If the Group's ability to understand and anticipate consumer tastes and expectations and to manage its own brands were to cease or decline significantly, this could have a major impact on its activities and operating results. Moreover, the unfavourable economic situation in certain markets, the heightened macroeconomic volatility, inflation, a downturn in economic conditions or a rise in prices that may reduce disposable income may dampen consumer confidence, making consumers less likely to buy drinks and reduce their demand for products in the spirits and wine categories in general. Unfavourable economic conditions could also cause governments to increase taxes on beverage alcohol to attempt to raise revenue, reducing consumers' willingness to buy products. In terms of consumption trends, the total spirits market showed sign of slowdown/softening in 2024 after years of buoyant consumption.	Campari Group leverages a diversified portfolio of brands to ensure coverage of consumer occasions, trends and prices and constantly monitors consumer trends at market and brand level. Campari Group is continuing to monitor the macroeconomic scenario and the markets in which it operates, the behavioural patterns of its consumer base, the Group's financial position and the results of its operations.
Risks relating to dependency on the sale of key products and the seasonality of certain Campari Group products	Strategic risks	A significant proportion of Campari Group's sales are focused on certain key brands, such as Campari Group Global Priorities. Accordingly, any factor adversely affecting the sale of these key products could adversely affect Campari Group's results from operations and cash flows. In addition, sales of certain Campari Group products are affected by seasonal factors due to different consumption patterns or consumer habits. In particular, aperitif consumption tends to be concentrated in the hottest months of the year (May to September), whereas sales of other products, such as sparkling wines and spirits, are concentrated in the last quarter (September to December). Seasonal consumption cycles in the markets in which Campari Group operates may have an impact on its financial results and operations. Although Campari Group has a global presence, most of its revenue is in the northern hemisphere, and unseasonably cool or wet weather in the summer months can affect sales volumes.	Mitigation actions include investments in products' success and growth to increase brand value and the Group's diversified portfolio of products and brands. In order not to be excessively exposed to seasonal peaks in wintertime, the Group is developing initiatives to de-seasonalize the consumption moments of the main brands, with particular attention to the aperitif segment, guaranteeing constant consumption throughout the year. The initiatives were carried out through the development and strengthening of Group communication via a multiple-channel approach and focusing particularly on digital channels used by consumers to inform themselves about brands and products and the related consumption experiences.
Risks relating to acquisitions	Strategic risks	Campari Group expects that the ongoing consolidation within the spirits business will continue. It will therefore continue to evaluate potential acquisitions, incurring additional indebtedness to finance them. If the pursuit of an opportunity is successful, the subsequent integration of the businesses acquired poses significant challenges in terms of effort and costs that may have an adverse effect on Campari Group's financial performance and cash flows from its operations. This is the case if the Group is unable to implement its acquisition strategy and/or realise the full intended benefits of synergies, namely in case of acquisitions in markets outside of those in which the Group currently operates due to unfamiliar regulatory and competitive environment.	Campari Group performs in-depth preliminary analyses supported by actual and prospective economic data to select acquisitions that are optimally compatible with the Group's long-term objectives. After the acquisition, the Group constantly monitors the contribution of new businesses acquired to the overall Group's performance and the cash flow generation through the synthetic net debt/EBITDA index. Dedicated procedures and internal resources have been established and allocated to oversee and coordinate the integration of newly acquired business, aiming to make the integration process as smooth and efficient as possible.

Risk Area	Risk category	Sub-risks and definitions	Remediation actions and mitigation plans
Risks relating to adverse macroeconomic and business conditions and instability in the countries in which the Group operates	Strategic risks	Global economic conditions and conditions specific to the markets in which Campari Group operates could substantially affect its profitability and cash flows. Operating in emerging markets makes the Group vulnerable to various risks inherent in international business, including exposure to an often unstable local political and economic environment which may impact the ability of the Group to trade locally and the ability of the Group's counterparties to meet their financial obligations, exchange-rate fluctuations (and related hedging issues), export and import quotas and limits or curbs on investment, advertising or repatriation of dividends. Inflation, geopolitical tensions, the economic slowdown in some countries, as well as introduction of potential import duties affecting spirit products in some countries are likely to lead to lowering marginality and cash generation, increased volatility and generally remain threats to global stability and growth. It is difficult to determine the breadth and duration of the economic and financial market problems and their potential effects on consumers of the Group's products and its suppliers, customers and business in general. Continuation or a further worsening of financial and macroeconomic conditions could materially and adversely affect Campari Group's sales, profitability and results from its operations.	The Group takes remedial actions by continuously monitoring global geopolitical developments that may necessitate a reassessment of corporate strategies and/or the implementation of protective measures to safeguard its competitive position and performance. Furthermore, the Group actively evaluates the markets in which it operates and analyses customer behaviour to promptly address potential challenges.
Risks relating to market competition and the consolidation of participants in the beverage industry	Strategic risks	The Group is part of the alcoholic and non-alcoholic beverage sector, where there is high competition and a vast number of operators. The main competitors are large international groups operating aggressive strategies at a global level and benefiting from significant financial resources and a very diversified portfolio of brands and geographical areas, which could imply a reduction in the number of distribution outlets available to the Group or involve higher distribution costs. The Group's competitive position vis-à-vis these major global players makes its exposure to market competition particularly significant. The second layer of competitors are independent wholesalers and retailers which offer other products, sometimes including their own brands, which directly compete with Campari Group's products by limiting available shelf space in retail stores. If independent wholesalers and retailers give higher priority to other brands, purchase less or devote inadequate promotional support to Campari Group brands, it could materially and adversely affect the Group's sales and reduce the Group's competitiveness.	The Group constantly monitors the industry dynamics of mergers and acquisitions and the initiatives taken by competitors, regularly invests in advertising and promotion initiatives to reinforce its brand equity in order to ensure the success and growth of its product, as well as to expand its customer base. E-commerce is also becoming an alternative to traditional distribution channels, which is monitored as an opportunity for the Group to gain greater flexibility.
Risk of reputation and branding	Strategic risks	Brands represent a key asset and might be exposed to several threats, including unauthorised reproduction/imitation of products and negative social media coverage. In particular, inadequate brand protection or poor intervention to address counterfeiting of the Group's products increases the threats posed by illicit products, including harm to consumers and damage to the Group's and brands' reputation. In addition, the constant increase in the number and importance of social media exposes the Group to the risk of harmful media messages as it might be a victim of a malicious attack or as a consequence of a communication incident. As a result, the Group's products and reputation might be negatively or not correctly perceived by the public, impacting the brands' performance and cash flows.	The Group constantly monitors the markets in which it operates as well as customers' behavioural patterns. In addition, social media guidelines were implemented, and an internal awareness initiative on social media security was launched.

Risk Area	Risk category	Sub-risks and definitions	Remediation actions and mitigation plans
Risks relating to the disruption or termination of Campari Group's arrangements with the Group's third-party manufacturers or distributors	Strategic risks	The production and distribution of the Campari portfolio is carried out, for the vast majority, directly by Campari Group. However, Campari Group relies upon third parties (including key customers in specific geographies) to distribute, and in some cases also produce or co-pack, its own brands in a number of markets under licensing arrangements. The use of or reliance on third parties for these functions entails risks, including the risk of termination of licenses and delays or disruptions in production and distribution. Disruption or termination of Campari Group's present arrangements with these third parties without having suitable alternative arrangements in place could have a material adverse effect on the Group's business, resulting from its operations and/or financial condition.	The Group put into practice the signing of licensing agreements with various trusted third parties to avoid concentration on a few counterparties.
Exchange-rate and other financial risks	Strategic and Financial risks	While Campari Group reports its financial results in €, the Group's portfolio of brands generates sales and costs throughout the world in a variety of currencies. With the Group's international operations outside the € area growing, significant fluctuation in exchange rates could have a negative impact on the Group's activities and operating results. In general, economic volatility or failure to react quickly enough to changing monetary policies and economic conditions (including currency instability) could impact the Group's financial performance.	The Group closely monitors its performance and key business drivers by region to be able to quickly adapt to changing market conditions. Furthermore, permanent Group operations in countries such as the United States, the United Kingdom, Australia, Jamaica, Brazil, Canada, Russia and Argentina allow this risk to be partially hedged, given that both costs and revenues are broadly denominated in the same currency. For a more comprehensive analysis of the Group's financial risks, please refer to note 7 ii.-'Nature and extent of the risks arising from financial instruments' of Campari Group Consolidated Financial statements at 31 December 2024.
Risk relating to unavailability and cost of materials	Operational risks	The Group's ability to produce and sell products depends upon the availability of key materials and services. The current geopolitical and macroeconomic landscape continues to affect international trade, in terms of disruptions/bottlenecks in transport and high cost of components/raw materials. The risk is that the Group could face unpredictable events in terms of supply challenges that could have a negative impact on the Group's results and cash flow. In addition, changes in exchange rates, and inflation on prices for raw materials or commodities (alcohol, aromatic herbs, sugar, agave and cereals) may not be offset by higher prices applied on the sale of the Group's products. The price of raw materials depends on a vast multiplicity of unpredictable factors out of the Group's control. The risk is that the Group could face negative effects on its financial results and cash flows.	To mitigate those risks, safety stocks are kept available in key locations; capital investments are made to increase the Group's production capability and, whenever possible, contracts with multiple suppliers are in place. In addition, the Group has implemented actions to reduce fluctuations in raw material prices, including signing co-investment agreements with local agricultural producers to ensure an adequate supply of high-quality agave. The benefits of these investments will probably only be observable in the medium term, given the long natural growing process of plants such as agave. Moreover, to mitigate these risks of energy price increases resulting in higher transportation, freight and other operating costs for the Group with an indirect impact on the purchase of key packaging and ancillary materials, such as glass, the Group is constantly reviewing procurement policies to maximise efficiency and the collaboration with key suppliers.
Risk relating to disruption in information technology systems	Operational risks	The Group depends on its information technology and data processing systems to operate its business. Campari Group is engaged in major projects that leverage digitalisation and expand on smart working in the Group's offices. More flexible working methods are being promoted as they can bring benefits for both Camparistas and the Group, encouraging a better work-life balance, attracting and retaining personnel and increasing employees' responsibilities in pursuing the Group's objectives and results. The digitalisation that the Group has undertaken has entailed a greater exposure to risks deriving from cyberattacks, in addition to those related to significant system malfunctions or disruptions, problems connected to migrations affecting key IT systems, to ineffective security measures and power outages. All the aforementioned events could adversely affect the Group's business continuity and its ability to compete. Additionally, stringent personal data protection regulations and the Network and Information Security ('NIS') directive are increasing the risks associated with regulatory non-compliance.	The Group conducts cyber risk analysis to assess the main risks related to cyber security and evaluate the controls in place to mitigate these risks. Based on the outcomes of this analysis, areas for improvement in cyber security measures are identified and action plans are developed. These action plans include reviewing existing cyber security organisational and technological measures, such as the processes within the Group Security Operations Center ('SOC'), to enhance the Group's cyber security detection and incident response capabilities 24x7, as well as processes to improve the management of access to the Group technological systems through employees' and third parties' digital identities (i.e. usernames and passwords). Additionally, new technologies are being implemented, including a new antispam solution, new vulnerability management systems covering various levels of the Group's infrastructure, and a continuous threat monitoring system that simulates real-world cyber-attacks to identify weaknesses and provide insights on how to fix them. The pilot for the implementation of a data loss prevention system has also started to ensure that specific controls are in place to protect documents containing the Group's personal and business data according to its confidentiality level.

Risk Area	Risk category	Sub-risks and definitions	Remediation actions and mitigation plans
Risk relating to disruption in information technology systems	Operational risks	The Group depends on its information technology and data processing systems to operate its business. Campari Group is engaged in major projects that leverage digitalisation and expand on smart working in the Group's offices. More flexible working methods are being promoted as they can bring benefits for both Camparistas and the Group, encouraging a better work-life balance, attracting and retaining personnel and increasing employees' responsibilities in pursuing the Group's objectives and results. The digitalisation that the Group has undertaken has entailed a greater exposure to risks deriving from cyberattacks, in addition to those related to significant system malfunctions or disruptions, problems connected to migrations affecting key IT systems, to ineffective security measures and power outages. All the aforementioned events could adversely affect the Group's business continuity and its ability to compete. Additionally, stringent personal data protection regulations and the Network and Information Security ('NIS') directive are increasing the risks associated with regulatory non-compliance.	The Group also takes into great consideration the 'human factor' and has implemented awareness campaigns to heighten employees' awareness of cyber risks. The Security Awareness program is moving towards a 'Cyber Security Culture' adoption program including a constant simulated phishing campaign, tailored communications and training to different organisational levels of the Group (including the C-level suite) and mandatory training on cyber security for all employees. The Group is committed to staying abreast of any new regulations and directives concerning cyber security and business continuity such as the second release of the Network and Information Security Directive or the Critical Entities Resilience Directive. This involves continuous monitoring of legislative changes and regulatory updates to ensure compliance and mitigate risks. The Legal&Compliance department, in collaboration with the IT and Cyber Security team, strives to regularly review and update internal policies and procedures to align with the latest regulatory requirements. By proactively monitoring and adapting to regulatory changes, the Group aims to maintain robust cyber security measures and ensure business continuity, thereby safeguarding its operations and protecting stakeholders' interests.
Tax risks and changes in fiscal regulations	Compliance risks	Distilled spirits and wines are subject to import duties or excise taxes in many countries where the Group operates. An increase in import duties or excise taxes could adversely affect profit margins or sales revenue by reducing overall consumption or encouraging consumers to switch to lower-taxed categories of alcoholic beverages. Furthermore, significant changes to the international tax environment or tax-related changes in any of the markets in which the Group operates could alter the Group's results, leading to an increase in the effective tax rates and/or unexpected tax exposures and uncertainty that could increase the Group's overall business costs.	The Group has in force a Tax Strategy focused on compliance with applicable laws and regulations. The Group adopts a transparent attitude towards the tax authorities and applies a transfer pricing policy among all Group companies based on the arm's length principle to ensure that profits are taxed in a consistent manner. The Group regularly reviews its business strategy and tax approach in light of legislative and regulatory changes and assesses the likelihood of any negative results of potential tax inspections to determine the adequacy of its tax provisions. The Group's Tax Strategy, recently approved by the Board of Directors of Davide Campari-Milano N.V., is available on the Group's Corporate website. In addition, Davide Campari-Milano N.V. has recently implemented a Tax Control Framework, a model through which it identifies, monitors and manages the tax risks, thus minimizing the risk of tax law violations and/or failing to implement relevant changes in tax regulations.
Risks relating to legislation on the beverage industry	Compliance risks	Activities relating to the alcoholic beverages and soft drinks industry, production, distribution, export, import, sales and marketing are governed by complex national and international legislation, often drafted with somewhat restrictive aims. The requirement to make the legislation governing the health of consumers, particularly young people, ever more stringent could, in the future, lead to the adoption of new laws and regulations aimed at discouraging or reducing the consumption of alcoholic drinks. Such measures could include restrictions on advertising or tax increases for certain product categories, leading to a fall in demand for the Group's products.	Campari Group is committed to constantly publicising messages and models of behaviour associated with responsible consumption and serving of alcoholic drinks through its communication channels, and continuously monitors any changes in the legislation applicable to the beverage industry.

PERFORMANCE REVIEW FOR THE YEAR ENDED 31 DECEMBER 2024

SIGNIFICANT EVENTS DURING THE PERIOD

ACQUISITIONS AND COMMERCIAL AGREEMENTS

ACQUISITION OF COURVOISIER COGNAC

On 30 April 2024, Campari Group completed the acquisition of 100% of Beam Holdings France S.A.S. (renamed Courvoisier Holding France S.A.S.), which in turn owns 100% of Courvoisier S.A.S., the owner of the Courvoisier brand, according to the terms of the acquisition agreement previously disclosed. The closing of the agreement occurred after the successful and seamless completion of the consultation process with the French employees' representatives, the fulfilment of the appropriate regulatory processes, as well as the receipt of customary antitrust approvals.

The purchase price paid amounted to US$1.2 billion, corresponding to €1.1 billion at the hedged currency exchange rate. In addition to the price paid, an amount related to finished goods has been agreed following a dedicated stock transfer agreement. The standard price adjustment mechanisms resulted in an additional payment obligation of US$7.7 million (€7.2 million at the exchange rate on the closing date), which was paid in the last quarter of 2024. Moreover, a contractually defined earn-out estimated at US$67.9 million on an undiscounted basis (€48.7 million discounted at the closing date currency exchange rate), will be payable in 2029 based on the achievement of net sales targets realized in full year 2028.

The transaction was financed in cash using the Group's available resources resulting from the combined offer directed to qualified investors on 10 January 2024. This offer consisted of the issuance of new ordinary shares for gross proceeds of approximately €650 million, as well as senior unsecured bonds that are convertible into new and/or existing ordinary shares of Davide Campari-Milano N.V. due in 2029, resulting in gross proceeds of approximately €550 million (for more detailed information refer to Campari Group annual report for the year ended 31 December 2023).

The consolidation effect of the acquisition was reflected in Campari Group financials from the closing date onwards. The acquired business includes an enviable inventory of maturing eaux-de-vie, consisting of well-balanced age profiles to support future brand development. Moreover, the acquisition perimeter includes the trademarks as well as comprehensive production facilities consisting of distillation, warehouses, vineyards, a visitor centre and château (hosting a museum), blending facilities, ageing cellars and an automated bottling plant. As a premium cognac, Courvoisier is positioned to further strengthen Campari Group's portfolio of global brand priorities, particularly in aged spirits, as well as supporting future long-term premiumisation ambitions in key strategic segments for the Group. The brand, world-renowned and a global icon of luxury, presents the opportunity to strategically enhance the Group's presence in one of the most significant spirit categories in the United States. Additionally, it promises to reshape Campari Group's growth profile in Asia and GTR through the expansion of its footprint of luxury expressions.

ADDITIONAL ACQUISITION ENDEAVOURS

In September 2024, Campari Group announced the completion of the acquisition of a 14.6% minority stake in Capevin Holdings Proprietary Limited, with an additional 0.7% through a transaction related to the first one finalised in October 2024, thus leading to a total stake of 15.4%. The target South African holding company indirectly owns 100% of CVH Spirits Limited, a Scottish company operating in the production and commercialisation of renowned Single Malt Whiskies Bunnahabhain, Deanston, Tobermory and Ledaig, and Blended Whiskies Scottish Leader and Black Bottle. Campari Group also holds distribution rights for brands from the CVH Spirits Limited portfolio in France and South Korea. In accordance with Capevin Holdings Proprietary Limited's memorandum of incorporation, Campari Group has exercised its right to appoint a board member and has additional governance rights to protect its minority position. The purchase price paid in

September 2024 amounted to GBP69.6 million (corresponding to €82.6 million at the exchange rate of the transaction date) plus GBP3.5 million (€4.2 million at the relative exchange rate of the transaction date) for the additional stake subsequently acquired. The transaction was financed using available cash.

Moreover, in September 2024 and November 2024 respectively, the Group finalised negotiations to acquire the remaining 49% minority interests in Licorera Ancho Reyes y cia, S.A.P.I. de C.V. and Casa Montelobos, S.A.P.I. de C.V., (for a final consideration amounting to €55.2 million) as well as in Trans Beverages Company Ltd. (for a final amount of €21.9 million), subsequently renamed Campari Korea Ltd.. The final considerations were confirmed to be aligned with the estimated debts recognised previously and represented as 'Liabilities for put option and earn-out payments' in the consolidated accounts.
Furthermore, in December 2024, the remaining 40% minority interest in Thirsty Camel Ltd. (effectively renamed as Campari New Zealand Ltd. starting from 1 January 2025) was acquired. The consideration paid was broadly in line with the related non-controlling interests previously recognised at Group level.
As all companies were already under Campari Group's control and included within its consolidation perimeter, the above-mentioned transactions had no material impact on the Group economic results.

NEW ROUTE-TO-MARKET AND DISTRIBUTION AGREEMENTS EVOLUTION

As of 1 January 2024, Campari Group entered the Greek market by leveraging on its subsidiary Campari Hellas S.A., which undertook the trading and distribution of the Group's portfolio for Greece. The strategic decision demonstrates the importance of the Greek market for the Group's growth trajectory, given the prospects and opportunities the country offers, particularly for aperitifs, as one of the most popular summer destinations.

From January 2024, Campari France is the exclusive distributor of Irish whiskeys Bushmills and The Sexton and of The Kraken rum owned by Proximo Spirits for the European territory of France and Monaco, across all trade channels. Proximo Spirits products will complete and reinforce Campari's position in two key segments of the market. From the same date, Campari Group is no longer distributing Beam Suntory brands in the French market as the distribution agreement expired at the end of 2023 with no extension. From October 2024, Campari Japan entered into an exclusive distribution agreement for Jägermeister products in the Japanese market.

GROUP SIGNIFICANT EVENTS AND CORPORATE AND SUSTAINABLE ACTIONS

ANNUAL GENERAL MEETING OF DAVIDE CAMPARI-MILANO N.V. AND BOARD MEMBER CHANGES

The Annual General Meeting of shareholders held on 11 April 2024 ('AGM') approved the annual accounts for the financial year 2023 (including, inter alia, the financial statements for the year ended 31 December 2023, the non-financial disclosure, the corporate governance and the remuneration report) and the distribution of a cash dividend of €0.065 per share outstanding, gross of withholding taxes, up by +8.3% compared with the previous financial year. The total dividend amounted to €78.1 million and was paid on 24 April 2024 in accordance with the Italian Stock Exchange calendar. The AGM granted discharge to the Executive and Non-Executive directors in office in 2023 in relation to the performance of their respective duties pursuant to applicable regulation. Other AGM resolutions were the following:

- adoption of a new Company remuneration policy aimed at providing a compensation structure that allows Campari to attract and retain the most highly qualified executive talent and to motivate such executives to achieve business and financial goals that create value for shareholders and other stakeholders consistently in line with the Group's core business and leadership values;
- approval of a Long-Term Incentive Plan ('LTI Plan') for the Company's Lead Team with the aim of creating a link between the Company's performance and the Company's Lead Team members: the latter will be awarded a right to receive a number of Campari shares for free, subject to i) their continued directorship or employment relationship during a three-year vesting period and ii) the achievement of certain performance targets; as well as approval of a LTI Plan for eligible employees of the Group, aimed at rewarding selected employees of the Group for their active participation in Group performance and to foster retention. The eligible employees will be awarded a right to receive for free a number of Campari shares, subject to their continued employment during a three-year vesting period. All details of the plans are available at https://www.camparigroup.com/en/page/group/governance in the 'Lead Team LTI Information Document' and in the 'LTI Information Document', prepared in accordance with Article 84-bis of the 11971 Regulation;
- approval of a LTI Plan for the Company's Chief Financial and Operating Officer ('CFOO'), aimed at rewarding the CFOO, who has provided the Company with extraordinary value during a long-standing managerial period, and ensuring retention of the CFOO with a long-term vision. The Company's CFOO will be awarded a right to receive for free a number of Campari shares, subject to his continued directorship relationship during an eight-year vesting period and the achievement of certain performance targets, as further explained in accordance with Article 114-bis of the 11971 Regulation;
- authorisation of the Board of Directors to purchase the Company's own shares, mainly aimed at the replenishment of the portfolio of own shares to serve the current

and future equity-based incentive plans for the Group's management, according to the limits and procedures provided by the applicable laws and regulations. The authorisation is granted until 11 October 2025.

Following the decision of Robert Kunze-Concewitz to resign as Executive Director and Chief Executive Officer of the Company, effective as of the 2024 AGM, Matteo Fantacchiotti was appointed as Executive Director of the Company by the AGM and subsequently Chief Executive Officer by the Board of Directors on 15 April 2024. Due to Matteo Fantacchiotti's resignation for personal reasons, effective 18 September 2024, the Board decided to appoint Paolo Marchesini (Chief Financial and Operating Officer) and Fabio Di Fede (Chief Legal and M&A Officer) as ad interim co-Chief Executive Officers. Considering these Board changes, Paolo Marchesini and Fabio di Fede have also been appointed as executive members of a Leadership Transition Committee, chaired by Bob Kunze-Concewitz. This Committee has been entrusted with overseeing the selection of the new Chief Executive Officer, to be proposed to the Board of Directors following a thorough evaluation of both internal and external candidates, in line with best governance practices. Simultaneously, Jean-Marie Laborde, currently serving as a member of the Board of Directors of Davide Campari-Milano N.V. and the Control, Risks, and Sustainability Committee, has been appointed Vice Chairman.

On 4 December 2024 the Board of Directors announced that Simon Hunt has been selected as the nominee for Chief Executive Officer of Campari Group. In accordance with Dutch law, the Board of Directors has resolved to call an Extraordinary General Meeting on 15 January 2025 to appoint Simon Hunt as Executive Director of Davide Campari-Milano N.V.. During that extraordinary meeting a large majority of shareholders approved the appointment of Simon Hunt as Executive Director of the Board of Directors of the Company until the Annual General Meeting to be held in 2028.

FINANCIAL DEBT MANAGEMENT

In addition to the funding mentioned above related to the Courvoisier acquisition, on 18 June 2024 Davide Campari-Milano N.V. successfully completed the placement of an unrated 7-year bond targeted at institutional investors for €220.0 million in principal aggregate amount of notes maturing on 25 June 2031, paying a fixed annual coupon of 4.256% and issued at an issue price of 100% of the principal amount. The notes were admitted to trading on Euronext Access Milan on 25 June 2024. The funds raised from the issuance will be allocated towards general corporate purposes, encompassing capital investments aimed at fostering the Group's growth. Through this transaction, which follows the repayment of the two bonds that expired in April 2024 for an overall amount of €300.0 million, Davide Campari-Milano N.V. intends to optimize its debt structure by extending the average maturity of its liabilities while benefiting from favourable market conditions.

REORGANIZATION OF BRAND CLUSTERS AND BUSINESS UNIT RECONFIGURATION

The Group undertook a partial business unit reconfiguration, resulting in the combined EMEA region starting from 1 January 2024. The unified European area is aimed at strengthening the Group's leadership position in this region, unlocking operational and commercial efficiencies. Therefore, to enhance disclosure concerning net sales information, from 2024 the Group is overseen through distinct business units organised by the following geographical regions: 'Americas', 'EMEA' (combining Europe and Southern Europe Developing Markets, Middle East and Africa), and 'Asia-Pacific'.

The following table highlights the changes that affected the Group's net sales data, published during 2023, which are re-presented combined, with reference to the new EMEA region. Despite the changes mentioned being applicable from 1 January 2024, the table is shown to guarantee comparative consistency.

	for the year ended 31 December 2023			
Group net sales focus by region	**after reclassification**		**published**	
	€ million	**%**	**€ million**	**%**
Americas	1,282.6	43.9%	1,282.6	43.9%
Southern Europe, Middle East and Africa	-	-	804.5	27.6%
North, Central and Eastern Europe	-	-	601.3	20.6%
EMEA	1,405.8	48.2%	-	-
Asia-Pacific	230.2	7.9%	230.2	7.9%
total	**2,918.6**	**100.0%**	**2,918.6**	**100.0%**

Simultaneously, the Group reorganised its brand clusters, with Espolòn being promoted to global priority brand status effective from the same date. Global expansion for Espolòn is now enabled by an unconstrained supply supported by the recent production capacity expansion. Furthermore, to align with the comprehensive product portfolio review, minor adjustments have been made to the composition of regional priority clusters.

The following table highlights the changes that affected the Group's net sales data published during 2023, which are re-presented with reference to the brand clusters review, despite the changes mentioned being applicable from 1 January 2024, to guarantee comparative consistency.

	for the year ended 31 December 2023			
Group net sales focus by priorities	**after reclassification**		**published**	
	€ million	**%**	**€ million**	**%**
Global priority brands	1,897.8	65.0%	1,664.1	57.0%
Regional priority brands	570.1	19.5%	751.1	25.7%
Local priority brands	191.1	6.5%	242.2	8.3%
Rest of the portfolio	259.5	8.9%	261.1	8.9%
total	**2,918.6**	**100.0%**	**2,918.6**	**100.0%**

	for the year ended 31 December 2023	
	after reclassification	**published**
	€ million	**€ million**
global priority brands	**1,897.8**	**1,664.1**
Aperol	703.5	703.5
Campari	309.6	309.6
Espolòn	233.2	-
Wild Turkey portfolio	226.9	226.9
Jamaican rums portfolio	156.5	156.5
Grand Marnier	143.2	143.2
SKYY	124.4	124.4
regional priority brands	**570.1**	**751.1**
Sparkling Wines, Champagne&Vermouth	158.8	-
Other specialities	289.8	-
Other Whisk(e)y	57.7	-
Crodino	63.9	63.9
Espolòn	-	233.2
Sparkling Wine&vermouth	-	150.5
Italian specialities	-	79.7
Magnum Tonic	-	52.5
Aperol Spritz RTE (ready-to-enjoy)	-	38.7
The GlenGrant	-	31.1
other	-	101.5
local priority brands	**191.1**	**242.2**
Campari Soda	78.7	78.7
Wild Turkey ready-to-drink	48.6	48.6
SKYY ready-to-drink	40.8	40.8
Ouzo	23.0	-
X-Rated	-	12.3
other	-	61.8
rest of the portfolio	**259.5**	**261.1**
total	**2,918.6**	**2,918.6**

For more detailed information refer to the Campari Group annual report for the year ended 31 December 2023.

FUTURE RELOCATION OF CAMPARI GROUP'S HEADQUARTERS

Campari Group undertook new investments in a real-estate project to host its new headquarters and the new combined EMEA region, creating a fully modernised working environment, leveraging its proprietary brand houses and academies in the city centre, thus re-establishing its bond with Milan. The new headquarters will serve as a pivotal, iconic and accessible hub, attracting and retaining the best domestic and international talent. Additional capital expenditure to support the Group's move to new headquarters in downtown Milan is estimated at an initial investment of approximately €110.0 million in 2024 plus renovation. The move is expected to take place in 2027 following renovation.

GROUP FINANCIAL REVIEW

SALES PERFORMANCE

The nature, amount, timing and uncertainty of sales, as well as the corresponding cash flows, are affected by economic and business factors which differ across markets, also as a function of their different sizes and maturity profiles. These elements are primarily attributable to demographics, consumption habits and are also influenced by historical, social and climatic factors, local consumer taste preferences, propensity to consume, the market commercial structure in terms of the weight of the distribution channels (off-premise versus on-premise) as well as retailer concentration. As an effect of the above factors, the sales composition by brand differs from market to market. Consequently, the brand-building and sales infrastructure investments are allocated to respond to each market priority.

Starting from 1 January 2024, the Group implemented a partial business unit reconfiguration which combined the EMEA region (combining Europe and Southern Europe Developing Markets, Middle East and Africa), aiming to enhance the Group's leadership position in this region, unlocking operational and commercial efficiencies.

Following the aforementioned changes, the Group's business units are organised by the subsequent geographical regions: 'Americas', 'EMEA' and 'Asia-Pacific'.

To highlight the main business performance drivers in a diversified context and to assess the contribution of the different brands to the overall sales performance of the Group, further breakdowns by brand category (global, regional and local brands) and for major brands are provided to better explain their contribution to the region. The categorisation of brands into three main clusters (global priorities, regional priorities and local priorities) is based on their scale, growth potential and business priority. As indicated in the 'Group significant events and corporate actions', effective as of 1 January 2024, the Group also reorganised its brand clusters, applying modifications with a retrospective approach. Although the changes mentioned are applicable from 1 January 2024, the information presented below has been uniformly restated to ensure comparative consistency.

I. KEY HIGHLIGHTS

In 2024, Group net sales amounted to €3,069.7 million, with a reported increase of +5.2% compared with the same period of 2023 with solid growth driven by global priorities, primarily in the Americas and EMEA, in a softened market context. This increase was composed of organic growth of +2.4%, driven by global priorities, primarily in the Americas and EMEA, notwithstanding the negative impact of poor weather especially in Europe, pressure on disposable income from inflation, challenging trading conditions and a perimeter impact of +2.7% mainly driven by Courvoisier, while the exchange rate component was negligible at +0.1%.

								for the year ended 31 December 2023			
	2024	2023	total change	full year change %, of which				organic change % by quarter			
	€ million	€ million	€ million	total	organic	perimeter	exchange rate(1)	first	second	third	fourth
total	3,069.7	2,918.6	151.1	5.2%	2.4%	2.7%	0.1%	0.2%	6.9%	-1.4%	3.4%

(1) Includes the effects associated with hyperinflation in Argentina.

To mitigate the effect of hyperinflationary economies, the organic change for countries having to adopt the hyperinflationary methodology laid down in IFRS (i.e. Argentina) includes only the component attributable to volumes sold in relation to net sales, while the effects associated with hyperinflation, including price index variation and price increases, are treated as exchange rate effects. As regards the ongoing business in Russia-Ukraine, it continued to have a limited impact on the Group's consolidated results.

An in-depth analysis by geographical region and core market of sales registered in 2024 compared with the same period of 2023 is provided below. Unless otherwise stated, the comments relate to the organic change in each market.

II. ORGANIC SALES PERFORMANCE OF OPERATING SEGMENTS

The sales performance of the Group's operating segments in 2024 compared with the same period of 2023 is provided in the table below.

for the year ended 31 December

Group net sales focus by region	2024		2023		total change	full year change %, of which				fourth quarter organic change%
	€ million	%	€ million	%	€ million	total	organic	perimeter	exchange rate(1)	
Americas	1,388.5	45.2%	1,282.6	43,9%	105.8	8.3%	3.6%	3.7%	0.9%	-
EMEA	1,464.7	47.7%	1,405.8	48.2%	58.9	4.2%	2.7%	1.9%	-0.3%	6.7%
Asia-Pacific	216.5	7.1%	230.2	7.9%	(13.6)	-5.9%	-5.8%	1.6%	-1.8%	4.3%
total	**3,069.7**	**100.0%**	**2,918.6**	**100.0%**	**151.1**	**5.2%**	**2.4%**	**2.7%**	**0.1%**	**3.4%**

(1) Includes the effects associated with hyperinflation in Argentina.

AMERICAS

The region, broken down into its core markets below, recorded an overall organic increase of +3.6%. The region is predominantly off-premise skewed, particularly North America.

for the year ended 31 December

% of Group total		2024		2023		total change	full year change %, of which				fourth quarter organic change%
		€ million	%	€ million	%	€ million	total	organic	perimeter	exchange rate(1)	
US	28.0%	860.2	62.0%	813.1	63.4%	47.1	5.8%	-	5.8%	-	-6.5%
Jamaica	4.8%	148.2	10.7%	151.0	11.8%	(2.7)	-1.8%	1.1%	-1.4%	-1.5%	1.5%
Other countries of the region(1)	12.4%	380.1	27.4%	318.6	24.8%	61.5	19.3%	14.1%	0.6%	4.6%	18.1%
Americas	**45.2%**	**1,388.5**	**100.0%**	**1,282.6**	**100.0%**	**105.8**	**8.3%**	**3.6%**	**3.7%**	**0.9%**	**-**

(1) Includes the effects associated with hyperinflation in Argentina.

In 2024, the **United States**, accounting for 28.0% of Group net sales, showed flat full year performance in a softened market context, with a fourth quarter (-6.5%) impacted by a high base (fourth quarter 2023: +12.8%). Espolòn (+11.8% in 2024 and +38.1% in 2023) and Aperol (+10.9% in 2024 and +52.0% in 2023), despite tough comparison bases, as well as Grand Marnier, continued to outperform the industry, offset by persisting challenges in SKYY and some softness in Wild Turkey.

In the fourth quarter, **Jamaica** showed low single-digit growth (+1.5% while full year 2024 was +1.1%) with normalisation following the impact of the hurricane in July. Performance was driven by Appleton Estate and Magnum Tonic Wine during the year, supported by price increases offsetting supply challenges, mainly in Wray and Nephew Overproof.

Ongoing solid performance (+14.1%) was registered across the **rest of the region**, mainly driven by double-digit growth in Brazil due to aperitifs and local Brazilian brands. Sustained performance in the other markets was mainly driven by Aperol.

EMEA

The region, which is broken down by core markets in the table below, reported an organic increase of +2.7%. The predominance between off-premise and on-premise channels varies by country.

for the year ended 31 December

% of Group total		2024		2023		total change	full year change %, of which				fourth quarter organic change%
		€ million	%	€ million	%	€ million	total	organic	perimeter	exchange rate	
Italy	15.3%	469.0	32.0%	489.6	34.8%	(20.6)	-4.2%	-4.3%	0.1%	-	0.9%
Germany	8.2%	253.2	17.3%	240.1	17.1%	13.1	5.5%	5.1%	0.4%	-	3.6%
France	5.2%	160.1	10.9%	171.6	12.2%	(11.5)	-6.7%	0.2%	-6.9%	-	9.4%
United Kingdom	3.8%	116.3	7.9%	94.4	6.7%	21.9	23.2%	-5.8%	26.4%	2.6%	0.2%
Other countries of the region	15.2%	466.2	31.8%	410.1	29.2%	56.0	13.7%	12.5%	2.9%	-1.8%	14.8%
EMEA	**47.7%**	**1,464.7**	**100.0%**	**1,405.8**	**100.0%**	**58.9**	**4.2%**	**2.7%**	**1.9%**	**-0.3%**	**6.7%**

In **Italy**, performance stabilised in the fourth quarter (+0.9%), mainly driven by Aperol and Campari, confirming their ongoing leading position and brand health in the market following a challenging period impacted by poor weather, commercial dispute and wholesalers de-stocking leading to a full year decrease of -4.3%.

Solid ongoing performance in **Germany** (+5.1%) was driven by further reinforcement of aperitifs leadership with Aperol as well as Sarti Rosa (5.6% of Germany sales compared to 1.4% last year) with continued gains in brand health indicators.

France showed stable full year performance (+0.2%) with a favourable fourth quarter (+9.4%) benefiting from an easy comparison base (fourth quarter 2023: -6.4%) in an ongoing subdued market environment, mainly driven by Campari and Picon.

Performance in **the United Kingdom** was stable in the fourth quarter 2024 (+0.2%) despite an ongoing challenging operating environment. Negative full year performance (-5.8%) was driven by the impact of supply constraints in Jamaican rums and Magnum Tonic Wine as well as a challenging comparison base.

The other countries in the region showed double-digit growth (+12.5%) driven by a positive contribution from most markets, mainly driven by aperitifs as well as Espolòn off a small base. The biggest drivers of growth are GTR and Greece (which now contributes 1% of Group sales benefiting from recent local route-to-market investments) as well as Spain and the Netherlands.

ASIA-PACIFIC

This region, which is predominantly off-premise skewed and whose market breakdown is shown in the table below, recorded organic change of -5.8%.

for the year ended 31 December

% of Group total		2024		2023		total change	Full year change %, of which				fourth quarter organic change%
		€ million	%	€ million	%	€ million	total	organic	perimeter	exchange rate	
Australia	3.8%	115.8	53.5%	123.2	53.5%	(7.4)	-6.0%	-5.5%	0.1%	-0.7%	2.1%
Other countries of the region	3.3%	100.8	46.5%	107.0	46.5%	(6.2)	-5.8%	-6.1%	3.3%	-3.1%	7.1%
Asia-Pacific	**7.1%**	**216.5**	**100.0%**	**230.2**	**100.0%**	**(13.6)**	**-5.9%**	**-5.8%**	**1.6%**	**-1.8%**	**4.3%**

Australia showed positive fourth-quarter performance (+2.1%), mainly driven by aperitifs during peak season, to be further supported by a focused on-premise strategy in the upcoming period. Espolòn grew rapidly both in bottled and newly launched RTD formats off a small base. Full year performance was -5.5%. Excluding co-packing activities, it was flat in full year and +5.0% in the fourth quarter of 2024.

Regarding **the other countries of the region**, a positive performance was achieved in the fourth quarter (+7.1%), mainly driven by China and India, benefiting from RTM investments which previously weighed on performance. Full year performance (-6.1%) was driven by Wild Turkey bottle and Ready-To-Drink innovation in Japan and positive performance in China.

BRAND CONTRIBUTION ON SEGMENTS

The table shows the brand contribution to consolidated net sales and the most relevant segment and markets for each brand. While the global priority cluster includes brands with a globally diversified geographic exposure (either current or potential), regional priorities are concentrated in a limited number of countries within the same region, while local priorities focus on one main domestic market.

Group percentage and net sales by priority for the year ended 31 December 2024			full year change % compared with full year 2023, of which[1]				fourth quarter organic change % compared with fourth quarter 2023	main region/markets for brands
	%	€ million	total	organic	perimeter	exchange rate		
global priority brands	**66.8%**	**2,050.2**	**8.1%**	**3.6%**	**3.8%**	**0.6%**	**4.1%**	**-**
Aperol	24.1%	740.9	5.3%	5.1%	-	0.2%	13.7%	- Italy, EMEA Germany, EMEA US, AMERICAS France, EMEA United Kingdom, EMEA
Campari	11.0%	337.4	9.0%	8.8%	-	0.2%	12.8%	- Italy, EMEA Brazil, AMERICAS US, AMERICAS Germany, EMEA Jamaica, AMERICAS
Espolòn	8.6%	264.6	13.5%	13.7%	-	-0.3%	0.2%	- US, AMERICAS Australia, APAC Canada, AMERICAS Italy, EMEA GTR, EMEA
Wild Turkey portfolio[2][3]	7.0%	215.7	-4.9%	-4.2%	-	-0.7%	-2.8%	- US, AMERICAS Australia, APAC South Korea, APAC Japan, APAC Canada, AMERICAS
Jamaican rums portfolio[4]	4.8%	147.1	-6.0%	-5.2%	-	-0.8%	-5.1%	- Jamaica, AMERICAS US, AMERICAS United Kingdom, EMEA Canada, AMERICAS Mexico, AMERICAS
Grand Marnier	4.7%	144.7	1.1%	1.3%	-	-0.2%	-10.6%	- US, AMERICAS Canada, AMERICAS France, EMEA GTR, EMEA Italy, EMEA
SKYY[2]	4.1%	127.3	2.3%	-8.5%	-	10.8%	-1.8%	- US, AMERICAS Argentina, AMERICAS Germany, EMEA China, APAC South Africa, EMEA
Courvoisier[5]	2.4%	72.5	-	-	-	-	-	- US, AMERICAS United Kingdom, EMEA

	Group percentage and net sales by priority for the year ended 31 December 2024		full year change % compared with full year 2023, of which[1]				fourth quarter organic change % compared with fourth quarter 2023	main region/markets for brands
	%	€ million	total	organic	perimeter	exchange rate		
regional priority brands	**18.4%**	**563.7**	**-1.1%**	**-1.6%**	**-**	**0.5%**	**0.5%**	-
Sparkling Wines Champagne&Vermouth	5.7%	176.4	11.1%	10.3%	-	0.8%	10.3%	
Other specialities[6]	9.1%	278.0	-4.1%	-4.9%	-	0.8%	-0.1%	
Other Whisk(e)y[7]	1.5%	45.2	-21.6%	-19.9%	-	-1.7%	-31.5%	
Crodino	2.1%	64.0	0.3%	0.1%	-	0.2%	-0.1%	
local priority brands	**6.1%**	**188.2**	**-1.5%**	**-0.7%**	**-**	**-0.9%**	**0.3%**	-
Campari Soda	2.5%	77.0	-2.2%	-2.3%	-	-	-1.2%	
Wild Turkey ready-to-drink[8]	1.6%	48.7	0.3%	1.2%	-	-0.9%	1.0%	
SKYY ready-to-drink	1.2%	36.8	-9.8%	-6.7%	-	-3.1%	-	
Ouzo 12	0.8%	**25.7**	11.6%	**11.6%**	**-**	0.1%	3.4%	
rest of the portfolio	**8.7%**	**267.6**	**3.0%**	**4.8%**	**1.9%**	**-3.8%**	**8.6%**	-
total	**100.0%**	**3,069.7**	**5.2%**	**2.4%**	**2.7%**	**0.1%**	**3.4%**	-

(1) For information on reclassifications of comparative figures, refer to note 'Significant events during and after the end of the period'.
(2) Excludes ready-to-drink.
(3) Includes American Honey.
(4) Includes Appleton Estate, Wray&Nephew Overproof and Kingston 62.
(5) Excluding Salignac.
(6) Includes Braulio, Cynar, Averna, Frangelico, Del Professore, Ancho Reyes, Montelobos, Cabo Wabo, Bisquit&Dubouché, Bulldog, Trois Rivières, Picon, Maison La Mauny, Magnum Tonic, Aperol Spritz ready-to-enjoy and X-Rated.
(7) Includes The GlenGrant, Forty Creek and Wilderness Trail.
(8) Includes American Honey ready-to-drink.

Focusing on the key brands driving the aforementioned performance by segment, the main drivers by brand-category and by brand are reported below.

Global priority brands reported resilient performance of +3.6% overall. Double-digit growth for **Aperol** in the fourth quarter (+13.7%) was driven especially by the United States, Germany and Italy. Full year growth (+5.1%) was mainly driven by the Americas, including the United States, Canada and seeding markets like Mexico and Brazil, as well as Germany, Greece, Spain, GTR and Australia, partially offset by softened trends in Italy during peak season. **Campari** recorded solid ongoing growth in the fourth quarter (+12.8%), leading to solid +8.8% full year growth driven by the Americas, especially Brazil, as well as GTR, France and Greece. **Espolòn** continued double-digit growth (+13.7%) on a high comparison base (full year 2023: +35.7%) led by the core United States market and seeding markets like Australia, Italy and GTR off a small base, in line with the international expansion strategy. **Wild Turkey** showed soft full year performance (-4.2%) driven by the core United States and Australia, offsetting solid growth in Japan and other European markets off a small base. Russell's Reserve grew by +2.1% in the full year and +9.3% in the fourth quarter with an impact on volumes offset by price repositioning against a backdrop of ongoing competition. **Jamaican Rums** declined in the fourth quarter (-5.1%), albeit with decelerating pace in comparison with the third quarter of 2024, across all core markets (the United States, Canada, the United Kingdom and Jamaica) due to supply constraints offsetting the positive contribution from Jamaica in the full year due to strong first half of the year performance. **Grand Marnier** grew by +1.3% on a full year basis, mainly driven by the core United States (+2.6%) and GTR. Decline in the fourth quarter (-10.6%) was driven by the United States with a focus on pricing in a highly competitive market. **SKYY** was down by -8.5% with decelerating pace in the fourth quarter (-1.8%). The trend was mainly driven by the core United States in line with other major players in the category, more than offsetting growth in the rest of the Americas as well as GTR off a small base. **Courvoisier** was incorporated into the Group's global priority brands as of May 2024 and generated sales of €72.5 million (excluding Salignac) primarily in the United States and the United Kingdom, accounting for 2.4% of total net sales. The integration of the new business is progressing in line with plan, with strengthening of sales capabilities in core focus markets underway, primarily the United States, the United Kingdom and China. Concomitantly, commercial actions are ongoing with a focus on (i) clearing of trade channels, (ii) renegotiation of commercial agreements to re-align the pricing structure and (iii) start of brand-building investments. The brand is to be consolidated into organic growth as of May 2025.

Regional priority brands showed an organic decrease of -1.6%. **Sparkling Wines, Champagne&Vermouth** reported solid growth (+10.3%), driven particularly by Lallier Champagne across various countries, including Australia, the United Kingdom, Italy and France supported by increased focus and the launch of the new Reflexion R.020 edition during the year; solid growth for Mondoro Sparkling Wine and Cinzano Vermouth. **Other specialities** were down by -4.9%, with positive performance of Picon and Aperol Spritz RTE offset by Magnum Tonic due to supply constraints and X-Rated in the Asia-Pacific region. The performance of **other Whisk(e)y** (-19.9%) was impacted by pressure on the category, albeit with positive trends ongoing in Japan. Core no-alcohol **Crodino** (+0.1%) showed solid growth across EMEA excluding Italy (+18.7% in 2024) while Italy was impacted by variant discontinuation (excluding this impact, Italy +3%). The **local priority** brands showed a negligible organic reduction of -0.7%. **Campari Soda** (-2.3%) was impacted by poor weather in the core Italian market in the second quarter of the year. **Wild Turkey ready-to-drink** (+1.2%) grew, driven mainly by ongoing positive results in Japan off a small base. **SKYY ready-to-drink** (-6.7%) was impacted by the highly competitive core Mexican market. **Ouzo 12** reported solid positive double-digit growth (+11.6%) mainly thanks to the core market Germany as well as the United States and GTR off a small base.
The **rest of the portfolio** reported positive growth of +4.8% mainly driven by Sarti Rosa and the Brazilian brands.

III. PERIMETER VARIATION

The perimeter variation of 2.7% in 2024, as compared with sales in 2023, is analysed in the table below.

		perimeter variation
breakdown of the perimeter effect	**€ million**	**% on 2023**
asset deals and business acquisitions	74.6	2.6%
total asset deals and business acquisitions	**74.6**	**2.6%**
new agency brands	36.2	1.2%
discontinued agency brands	(33.3)	-1.1%
total agency brands	**2.9**	**0.1%**
total perimeter effect	**77.5**	**2.7%**

ASSET DEALS AND BUSINESS ACQUISITIONS

In the year 2024, the contribution to sales from business acquisitions amounted to +2.6% at overall Group level and was comprised of the Courvoisier brands (Courvoisier and Salignac), since the business has been integrated into the Group since the completion of the transaction on 30 April 2024.

AGENCY BRANDS DISTRIBUTION

The perimeter variation due to the agency brands in the year ended 31 December 2024 was +0.1%, mainly related to the sales generated by Miraval, which was exclusively distributed in the United States and France markets, and the Proximo portfolio in France, offset by the discontinuation of other agency brands.

IV. EXCHANGE RATE EFFECTS

The exchange rate effect for the year ended 31 December 2024 was slightly positive at +0.1% due to the offsetting effect of the depreciation and appreciation against the € of the Group's key currencies. The exchange rate effect includes the impact of applying the IAS29 Hyperinflation principle in Argentina. Moreover, as a prudent measure to strip out the effects of the local high inflation rate, the exchange rate effect also includes the pricing component.

The table below shows, for the Group's most important currencies, the average exchange rates for the year ended 31 December 2024 and the same period of 2023 respectively, and the spot rates at 31 December 2024, with the percentage change against the € compared with 31 December 2023.

	average exchange rates			spot exchange rates		
	for the year ended 31 December 2024	for the year ended 31 December 2023	revaluation/ (devaluation) vs. nine months 2023	at 31 December 2024	at 31 December 2023	revaluation/ (devaluation) vs. 31 December 2023
	1 Euro	: 1 Euro	%	1 Euro	: 1 Euro	%
US$	1.082	1.082	-	1.039	1.105	6.4%
Canadian Dollar	1.482	1.460	-1.5%	1.495	1.464	-2.0%
Jamaican Dollar	169.267	166.714	-1.5%	161.513	170.623	5.6%
Mexican Peso	19.825	19.190	-3.2%	21.550	18.723	-13.1%
Brazilian Real	5.827	5.402	-7.3%	6.425	5.362	-16.6%
Argentine Peso(1)	1,070.806	892.924	-16.6%	1,070.806	892.924	-16.6%
Russian Ruble(2)	100.374	92.479	-7.9%	116.562	99.192	-14.9%
Great Britain Pound	0.847	0.870	2.8%	0.829	0.869	4.8%
Swiss Franc	0.953	0.972	2.0%	0.941	0.926	-1.6%
Australian Dollar	1.640	1.628	-0.7%	1.677	1.626	-3.0%
Yuan Renminbi	7.786	7.659	-1.6%	7.583	7.851	3.5%

(1) The average exchange rate of the Argentine Peso for both 2024 and 2023 was equal to the spot exchange rate at 31 December 2024 and at 31 December 2023 respectively, based on IFRS accounting requirements for hyperinflation.
(2) On 2 March 2022, the European Central Bank ('ECB') decided to suspend the publication of € reference rate for the Russian Ruble until further notice. The Group has therefore decided to refer to an alternative reliable source for exchange rates based on executable and indicative quotes from multiple dealers.

STATEMENT OF PROFIT OR LOSS

KEY HIGHLIGHTS

The table below shows the statement of profit or loss for the year ended 31 December 2024 and a breakdown of the total change by organic, perimeter and exchange rate effects.

for the year ended 31 December

	2024		2023		total change		of which organic		of which perimeter		of which due to exchange rates and hyperinflation	
	€ million	%	€ million	%	€ million	%	€ million	%	€ million	%	€ million	%
Net sales[1]	**3,069.7**	**100.0**	**2,918.6**	**100.0**	**151.2**	**5.2%**	**70.5**	**2.4%**	**77.5**	**2.7%**	**3.2**	**0.1%**
Cost of sales	(1,303.0)	(42.4)	(1,218.5)	(41.7)	(84.5)	6.9%	(29.7)	2.4%	(55.9)	4.6%	1.1	-0.1%
Gross profit	**1,766.7**	**57.6**	**1,700.1**	**58.3**	**66.6**	**3.9%**	**40.7**	**2.4%**	**21.6**	**1.3%**	**4.3**	**0.3%**
Advertising and promotional expenses	(513.3)	(16.7)	(494.1)	(16.9)	(19.2)	3.9%	(5.2)	1.1%	(13.4)	2.7%	(0.6)	0.1%
Contribution margin	**1,253.4**	**40.8**	**1,206.0**	**41.3**	**47.4**	**3.9%**	**35.5**	**2.9%**	**8.2**	**0.7%**	**3.7**	**0.3%**
Selling, general and administrative expenses	(648.4)	(21.1)	(587.3)	(20.1)	(61.2)	10.4%	(50.7)	8.6%	(11.4)	1.9%	1.0	-0.2%
Result from recurring activities (EBIT-adjusted)[2]	**604.9**	**19.7**	**618.7**	**21.2**	**(13.7)**	**-2.2%**	**(15.2)**	**-2.5%**	**(3.2)**	**-0.5%**	**4.7**	**0.8%**
Other operating income (expenses)	(212.6)	(6.9)	(78.5)	(2.7)	(134.0)	170.7%						
Operating result (EBIT)	**392.4**	**12.8**	**540.2**	**18.5**	**(147.8)**	**-27.4%**						
Financial income (expenses) and adjustments	(88.9)	(2.9)	(75.6)	(2.6)	(13.3)	17.5%						
Earn out income (expenses) and hyperinflation effect	11.6	0.4	10.3	0.4	1.4	13.1%						
Profit (loss) related to joint-ventures and other investments	(59.5)	(1.9)	(8.3)	(0.3)	(51.2)	617.0%						
Profit before taxation	**255.6**	**8.3**	**466.5**	**16.0**	**(210.9)**	**-45.2%**						
Profit before taxation-adjusted[2]	**522.8**	**17.0**	**544.2**	**18.6**	**(21.4)**	**-3.9%**						
Non-controlling interests-before taxation	**(11.9)**	**(0.4)**	**1.8**	**0.1**	**(13.7)**	**-753.1%**						
Group profit before taxation	**267.5**	**8.7**	**464.7**	**15.9**	**(197.2)**	**-42.4%**						
Group profit before taxation adjusted[2]	**534.7**	**17.4**	**542.4**	**18.6**	**(7.7)**	**-1.4%**						
Taxation	(63.0)	(2.1)	(134.0)	(4.6)	71.1	-53.0%						
Net profit for the period	**192.6**	**6.3**	**332.5**	**11.4**	**(139.9)**	**-42.1%**						
Net profit for the period-adjusted[2]	**367.0**	**12.0**	**392.4**	**13.4**	**(25.4)**	**-6.5%**						
Non-controlling interests	(9.0)	(0.3)	2.0	0.1	(11.0)	-545.1%						
Group net profit	**201.6**	**6.6**	**330.5**	**11.3**	**(128.9)**	**-39.0%**						
Group net profit-adjusted[2]	**376.0**	**12.2**	**390.4**	**13.4**	**(14.4)**	**-3.7%**						
Total depreciation and amortisation	(127.7)	(4.2)	(110.2)	(3.8)	(17.4)	15.8%	(15.6)	14.2%	(2.7)	2.5%	0.9	-0.8%
EBITDA-adjusted[2]	**732.6**	**23.9**	**728.9**	**25.0**	**3.7**	**0.5%**	**0.4**	**0.1%**	**(0.5)**	**-0.1%**	**3.8**	**0.5%**
EBITDA	**520.0**	**16.9**	**650.4**	**22.3**	**(130.3)**	**-20.0%**						

(1) Sales after deduction of excise duties.
(2) For information on the definition of alternative performance measures, see the paragraph 'Definitions and reconciliation of the Alternative Performance Measures ('APMs' or non-GAAP measures) to GAAP measures' of this additional financial information.

The change in profitability for the year ended 31 December 2024 shown as variation of percentage margin on net sales (basis points) and in percentage terms, is as follows[1].

margin accretion (dilution) in basis point[2] and organic	for the year ended 2024 compared to the year ended 2023 total	organic bps	% organic
Net sales	**-**	**-**	**2.4%**
Cost of sales	(70)	-	2.4%
Gross profit	**(70)**	**-**	**2.4%**
Advertising and promotional expenses	20	20	1.1%
Contribution margin	**(50)**	**20**	**2.9%**
Selling, general and administrative expenses	(100)	(120)	8.6%
Result from recurring activities (EBIT-adjusted)	**(150)**	**(100)**	**-2.5%**

margin accretion (dilution) in basis point[2] and organic	fourth quarter 2024 compared to fourth quarter 2023 total	organic bps	% organic
Net sales	**-**	**-**	**3.4%**
Cost of sales	(60)	40	2.5%
Gross profit	**(60)**	**40**	**4.1%**
Advertising and promotional expenses	130	170	-5.4%
Contribution margin	**70**	**210**	**9.5%**
Selling, general and administrative expenses	(110)	(170)	11.4%
Result from recurring activities (EBIT-adjusted)	**(40)**	**40**	**6.6%**

(1) For information on the definition of alternative performance measures, see the paragraph 'Definitions and reconciliation of the Alternative Performance Measures ('APMs' or non-GAAP measures) to GAAP measures' of this additional financial information.
(2) There may be rounding effects given that the corresponding basis points have been rounded to the nearest ten.

The perimeter component for the year ended 31 December 2024 reflected the integration of the Courvoisier business from May 2024 onwards with negligible contribution in terms of EBIT due to the reinvestment into the business brand building and commercial capabilities. In addition, the perimeter included the net effect of new agency brands, including the Miraval and Proximo Spirits brands, which were more than offset by the discontinuation of other agency business in France.

The exchange rate effect was slightly positive during the period, mainly driven by the positive impact of the US$, Great Britain Pound and Mexican Peso, offset by other American currencies.

STATEMENT OF PROFIT OR LOSS IN DETAIL

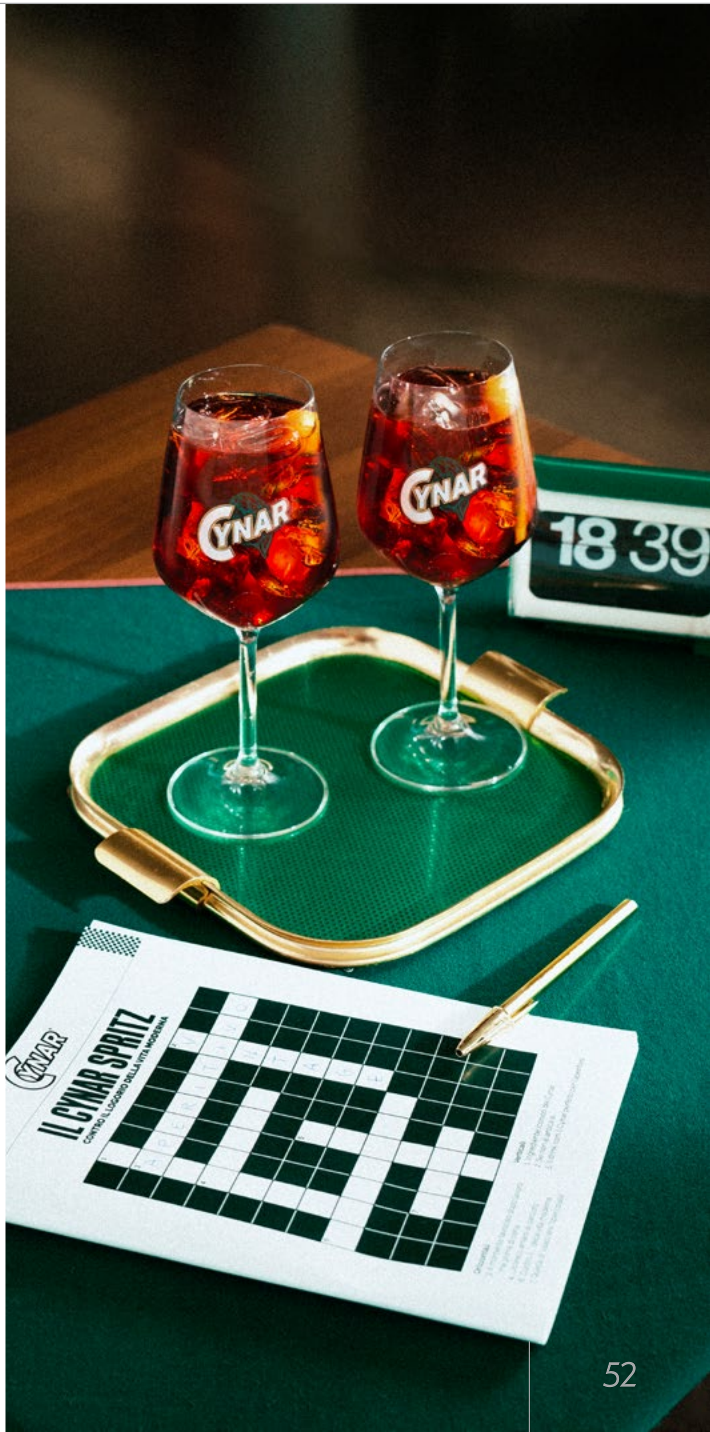
The key profit or loss items for the year ended 31 December 2024 are analysed below, while a detailed analysis of the 'sales performance' is included in the previous paragraph, to which reference is made.

Gross profit for the period amounted to €1,766.7 million, representing an increase of 3.9% compared to 2023 driven by top-line performance despite a challenging comparison base offsetting the increase in cost of sales. As a percentage of net sales, gross margin stood at 57.6%, below the 58.3% reported in 2023, and hence generating a dilutive effect of 70 basis points on a reported basis. The organic component was 2.4%, with a flat effect on margin (0 basis points organic variation) with positive price impact, mainly skewed in the first quarter due to carry-over effect, offset by cost of sales inflation on high-cost stock and the impact of lower volume on fixed production costs as well as a negative mix effect in a challenging peak season for the high margin aperitifs. Espolòn's contribution to margin was positive in 2024 thanks to the impact of declining agave cost, mainly skewed in the fourth quarter with positive price impact offset by mix. In the fourth quarter, organic gross profit benefited from a higher increase in net sales than cost of sales with a positive effect on margin (40 basis points organic variation), thanks to a more efficient absorption of fixed production costs due to increased production volume, despite mix being negatively affected by Espolòn's growth. Full year exchange rate variation was positive at 0.3% (equivalent to an accretion of 10 basis points), while the perimeter was positive at 1.3% (resulting in a dilution of 80 basis points).

Advertising and promotional expenses amounted to €513.3 million, reporting a 3.9% increase compared with 2023. In organic terms, the variation was positive by 1.1%, thus generating an organic accretive effect of 20 basis points on profitability, impacted mainly by lower activations during peak season due to poor weather especially in Europe. Advertising and promotional expenses remained stable as a percentage of net sales on an annual basis (16.7% for the year ended 31 December 2024, broadly in line with the 16.9% reported in 2023) below normalized levels of 17-17.5%. Perimeter and exchange rate variation were both negligible at 2.7% and 0.1% respectively.

Contribution margin was €1,253.4 million for the year ended 31 December 2024, with a reported increase of 3.9% compared to 2023. As a percentage of sales, contribution margin stood at 40.8%. The organic growth component was 2.9% with an accretive effect on profitability (20 basis points). The perimeter effect was positive at 0.7%, with an 80 basis points dilutive effect on profitability, while the exchange rate effect of 0.3% led to an accretive impact on margins of 10 basis points.

Selling, general and administrative expenses amounted to €648.4 million in 2024, up by 10.4% compared with 2023. As a percentage of sales, they amounted to 21.1% (20.1% in 2023). At organic level, selling, general and administrative expenses increased by 8.6%, therefore generating a dilutive effect on margins of 120 basis points. The variation was largely due to the finalization of planned business investments, especially in route-to-market, in the context of a more moderate top-line growth trend period which led to lower absorption of fixed costs.



The result from recurring operations (EBIT-adjusted) for the period was €604.9 million. The return on sales-adjusted ('ROS') stood at 19.7%, down from 21.2% in the same period of 2023, resulting in a dilutive effect of 150 basis points on a reported basis. The organic component was -2.5% with a profit dilution of 100 basis points on net sales. The impact of the exchange rate variation was positive at 0.8% (10 basis points accretive). The perimeter effect was negative at -0.5% (60 basis points dilutive), mainly due to the net effect of the Courvoisier business contribution from May 2024 onwards, Miraval and Proximo, partly offset by the termination of some agency brands in France.

Other operating income (expenses) comprised a net expense of €212.6 million compared with €78.5 million reported in 2023. The primary factors impacting 2024 were attributable to restructuring initiatives for €102.6 million, representing one of several key initiatives aimed at enhancing performance, alongside efforts to drive growth, improve profitability, streamline processes and contain costs. At Group level, the program is projected to achieve an improvement of 200 basis point of Selling, general and administrative expenses over the three-year period from 2025 to 2027, encompassing both personnel and non-personnel expenses. Included in the 2024 consolidated financial statements, the programme underwent a comprehensive evaluation and estimation process to ensure compliance with applicable accounting standards and accurate forecasting of expected costs which covered the full scope of the plan with partial payment made by 31 December 2024.
Other operating income (expenses) also comprised the non-cash effect of the impairment of brands and fixed assets (€56.8 million) and acquisition costs (totalling €12.3 million) primarily related to the Courvoisier deal, penalties from the settlement of legal disputes (€5.4 million), non-recurring costs linked to finance transformation (€4.9 million), last-mile long-term incentive schemes with retention purposes to be potentially awarded to senior management (€2.5 million) as well as associated route-to-market changes (€25.9 million of which €16.0 million cash neutral).

Operating result (EBIT) for the year ended 31 December 2024 was €392.4 million, reflecting a decrease of -27.4% compared with 2023. ROS stood at 12.8% (18.5% reported in 2023).

Depreciation and amortisation totalled €127.7 million, up by +15.8% on the year ended 31 December 2023, of which +14.2% was at organic level, -0.8% related to exchange rate variations and +2.5% increase due to perimeter.

EBITDA-adjusted stood at €732.6 million, up by 0.5% compared to 2023 (0.1% organic level, 0.5% exchange rate variations and nil perimeter effect).

EBITDA was €520.0 million for the year ended 31 December 2024, with a variation of -20.0% on a reported basis compared with 2023.

Net financial expenses totalled €88.9 million compared with €75.6 million reported in 2023, including the negative foreign exchange rate effect of cross-currency transactions of €9.0 million compared with the corresponding negative effect of €19.2 million recorded for the year ended 31 December 2023, benefiting from a supportive trend in exchange rates despite the ongoing inability to mitigate exposure to certain currencies through derivative agreements. Excluding these components, net financial expenses amounted to €79.9 million in the year ended 31 December 2024, showing an increase of €23.5 million compared to 2023. The growth was driven by the higher average net debt in the year ended 31 December 2024 (€2,132.6 million at 31 December 2024 and €1,732.7 million at 31 December 2023), mainly due to the Courvoisier acquisition combined with the increased average cost of financing in a higher interest rate environment, partially offset by the benefit of temporary significant cash position ahead of the Courvoisier closing and debt repayments. The average cost of net debt was 3.8% (3.3% in 2023). A summary of the net financial expenses is provided in the table below.

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Total interest expenses bond, loans and leases	(111.4)	(70.8)
Bank and other term deposit interest income	36.3	21.7
Other net expenses	(5.4)	(7.3)
Total financial expenses before exchange gain (losses)	**(79.9)**	**(56.4)**
Exchange gain (losses)	(9.0)	(19.2)
Total financial income (expenses)	**(88.9)**	**(75.6)**

Focusing in more detail on the composition of interest, the result for the year ended 31 December 2024 was primarily influenced by the following key factors:

Interest expenses on bonds and loans of €111.4 million, compared to €70.8 million recorded in the corresponding period of the previous year, primarily determined by the higher average net debt and incremental level of interest associated with the renegotiation of bonds and loans in the ordinary course of business, within a higher interest rate environment;

Interest income accrued from substantial liquidity available from the issuance of new ordinary shares and senior unsecured convertible bonds which contributed to the majority of the €36.3 million income stream with a factual increase, compared to the €21.7 million recorded in 2023.

Earn-out income (expenses) and hyperinflation effect was positive at €11.6 million and mainly related to hyperinflation in Argentina.

Profit (loss) related to joint-ventures and other investments represented a net loss of €59.5 million, mainly related to the non-cash effect of the impairment of the investments in Dioniso Group and Monkey Spirits.

Profit before taxation (Group and non-controlling interests) was €255.6 million, -45.2% compared with 2023. Profit before taxation as a percentage of sales was 8.3% (16.0% reported in 2023). After excluding operating adjustments, the **profit before taxation**-adjusted amounted to €522.8 million, down -3.9% compared to the year ended 31 December 2023, adjusted accordingly.

Group profit before taxation amounted to €267.5 million, -42.4% on the comparative 2023 period. The Group's profit before taxation as a percentage of sales was 8.7%, compared with the 15.9% reported in the year ended 31 December 2023. After excluding operating adjustments, the Group profit before taxation-adjusted amounted to €534.7 million, -1.4% on the figure reported in the year ended 31 December 2023, adjusted accordingly.

Taxation amounted to €63.0 million on a reported basis in 2024. The reported tax rate for the year was 24.6%, a decrease from the reported tax rate of 28.7% in 2023 due to benefit deriving from the Italian Patent Box (€6.5 million referred to 2024 and €18.4 million from the recapture of previous year's tax credit), partly offset by country mix. Excluding adjustments to operating, financial and fiscal expenses and the extraordinary tax effect mentioned above (totalling €92.8 million in 2024 compared to €17.7 million in 2023), the normalized tax rate was 29.8% in 2024, up from the 27.9% recognised in 2023 driven by country mix. Excluding the impact of the non-cash component attributable to the deferred taxes relating to the amortisation of goodwill and brands eligible for tax purposes (€16.4 million in 2024, down from €21.4 million in 2023 with the variance driven by the end of the tax amortisation period of the Wild Turkey and The GlenGrant brands), the cash tax rate for 2024 was 26.6%, above the 24.0% cash tax rate calculated for 2023.

Profit (loss) before taxation relating to non-controlling interests for the period under analysis was negative at €9.0 million, compared to a gain of €2.0 million in the year 2023.

Group net profit was €201.6 million in 2024, a decrease of -39.0%% compared to 2023, with a sales margin of 6.6%, lower than 2023 (11.3%). Excluding the adjustments to the operating and financial result and the related tax effects and tax adjustments, the Group's net profit decreased by 3.7% to €376.0 million (€390.4 million in 2023 reported on a consistent basis).

Basic and diluted earnings per share[1] were both €0.17. Once adjusted for the aforementioned components, adjusted basic earnings amounted to €0.31 and adjusted diluted earnings amounted to €0.31. Adjusted basic earnings per share and adjusted diluted earnings per share were up by -9.5%% and -9.0%% respectively, compared to 2023 measured on a consistent basis.

The profit before taxation and the net profit, reported and adjusted to take into account other operating income and expenses and adjustments to financial income and expenses, together with the related tax effects and other tax adjustments, are shown below.

1 For information on the definition of alternative performance measures, see the paragraph 'Definitions and reconciliation of the Alternative Performance Measures (APMs or non-GAAP measures) to GAAP measures' in this Management Board Report.

	for the year ended 31 December			
	2024		2023	
		€ million		€ million
adjustments to operating income (expenses), of which:		**(212.6)**		**(78.5)**
restructuring and reorganization costs	(102.6)		(19.6)	
fees from acquisition/disposals of business or companies, route to market changes and indemnities from contract resolutions	(38.1)		(17.0)	
non-recurring costs related to IT system implementation	-		(13.3)	
finance transformation costs	(4.9)		-	
last mile long-term incentive schemes with retention purposes	(2.5)		(10.0)	
impairment of tangible assets, brands and business disposed	(56.8)		(11.9)	
net penalties or gains arising from the settlement of tax and legal disputes	(5.4)		(8.4)	
Ukraine and Russia conflict costs	-		(2.3)	
capital gains (losses) on the disposal of tangible and intangible assets	-		7.6	
other adjustments of operating income (expenses)	(2.3)		(3.6)	
adjustments to financial income (expenses)		**0.5**	**-**	**(0.1)**
adjustment related to remeasurement in joint ventures and associates		**(55.1)**	**-**	**0.9**
total adjustments		**(267.2)**	**-**	**(77.7)**
tax adjustments, of which:		**92.8**	**-**	**17.7**
tax adjustments	30.2		(2.6)	
tax effect on operating and financial adjustments	62.6		20.3	
total net adjustment		**(174.4)**		**(59.9)**

for the year ended 31 December

€ million	2024			2023			changes	
	reported	adjustments	adjusted	reported	adjustments	adjusted	reported	adjusted
profit before taxation	**255.6**	**(267.2)**	**522.8**	**466.5**	**(77.7)**	**544.2**	**-45.2%**	**-3.9%**
total taxation	**(63.0)**	**92.8**	**(155.7)**	**(134.0)**	**17.7**	**(151.8)**	**-53.0%**	**2.6%**
tax adjustments		*30.2*			*(2.6)*			
tax effect on operating and financial adjustments		*62.6*			*20.3*			
net profit for the period	**192.6**	**(174.4)**	**367.0**	**332.5**	(59.9)	**392.4**	-42.1%	-6.5%
tax rate (reported and adjusted)	**-24.6%**		**-29.8%**	**-28.7%**		**-27.9%**		
deferred taxes on goodwill and trademarks		(16.4)	(16.4)		(21.4)	(21.4)		
cash tax rate			**-26.6%**			**-24.0%**		

PROFITABILITY BY BUSINESS AREA

A breakdown of the three geographical regions in which the Group operates is provided below and shows the percentage of sales and the operating result from recurring activities for each segment for the two periods under comparison.

Please refer to the 'Sales performance' paragraph of this Management Board Report for a more detailed analysis of sales by business area for the period.

								for the year ended
				2024				2023
	net sales	% of total	result from recurring activities (EBIT-adjusted)(1)	% of total	net sales	% of total	result from recurring activities (EBIT-adjusted)(1)	% of total
	€ million	%	€ million	%	€ million	%	€ million	%
Americas	1,388.5	45.2%	282.6	46.7%	1,282.6	43.9%	261.1	42.2%
EMEA	1,464.7	47.7%	322.8	53.4%	1,405.8	48.2%	347.5	56.2%
Asia-Pacific	216.5	7.1%	(0.4)	-0.1%	230.2	7.9%	10.0	1.6%
Total	**3,069.7**	**100.0%**	**604.9**	**100.0%**	**2,918.6**	**100.0%**	**618.7**	**100.0%**

(1) For information on the definition of alternative performance measures, see the paragraph 'Definitions and reconciliation of the Alternative Performance Measures ('APMs' or non-GAAP measures) to GAAP measures' of this additional financial information.

AMERICAS

									for the year ended
		2024		2023		total change		organic change	organic accretion/ dilution of profitability
	€ million	%	€ million	%	€ million	%	€ million	%	Basis points
Net sales	**1,388.5**	**100.0**	**1,282.6**	**100.0**	**105.8**	**8.3%**	**46.5**	**3.6%**	**-**
Gross margin	**753.8**	**54.3**	**702.8**	**54.8**	**51.0**	**7.3%**	**29.8**	**4.2%**	**30**
Advertising and promotional expenses	(243.3)	(17.5)	(233.3)	(18.2)	(10.0)	4.3%	(2.8)	1.2%	40
Selling, general and administrative expenses	(227.9)	(16.4)	(208.3)	(16.2)	(19.6)	9.4%	(17.8)	8.5%	(80)
result from recurring activities (EBIT-adjusted)(1)	**282.6**	**20.4**	**261.1**	**20.4**	**21.5**	**8.2%**	**9.1**	**3.5%**	**-**

(1) For information on the definition of alternative performance measures, see the paragraph 'Definitions and reconciliation of the Alternative Performance Measures ('APMs' or non-GAAP measures) to GAAP measures' of this additional financial information.

EMEA

	2024		2023		total change		organic change		organic accretion/dilution of profitability
for the year ended	€ million	%	€ million	%	€ million	%	€ million	%	Basis points
Net sales	**1,464.7**	**100.0**	**1,405.8**	**100.0**	**58.9**	**4.2%**	**37.3**	**2.7%**	**-**
Gross margin	**916.2**	**62.5**	**894.1**	**63.6**	**22.1**	**2.5%**	**15.6**	**1.7%**	**(60)**
Advertising and promotional expenses	(234.3)	(16.0)	(224.7)	(16.0)	(9.6)	4.3%	(2.3)	1.0%	30
Selling, general and administrative expenses	(359.1)	(24.5)	(321.9)	(22.9)	(37.2)	11.6%	(27.8)	8.6%	(130)
result from recurring activities (EBIT-adjusted)(1)	**322.8**	**22.0**	**347.5**	**24.7**	**(24.8)**	**-7.1%**	**(14.5)**	**-4.2%**	**(160)**

(1) For information on the definition of alternative performance measures, see the paragraph 'Definitions and reconciliation of the Alternative Performance Measures ('APMs' or non-GAAP measures) to GAAP measures' of this additional financial information.

APAC

	2024		2023		total change		organic change		organic accretion/dilution of profitability
for the year ended	€ million	%	€ million	%	€ million	%	€ million	%	Basis points
Net sales	**216.5**	**100.0**	**230.2**	**100.0**	**(13.6)**	**-5.9%**	**(13.3)**	**-5.8%**	**–**
Gross margin	**96.7**	**44.7**	**103.2**	**44.8**	**(6.4)**	**-6.2%**	**(4.6)**	**-4.5%**	**60**
Advertising and promotional expenses	(35.7)	(16.5)	(36.1)	(15.7)	0.3	-0.9%	(0.1)	0.2%	(100)
Selling, general and administrative expenses	(61.4)	(28.4)	(57.1)	(24.8)	(4.3)	7.6%	(5.1)	8.9%	(390)
result from recurring activities (EBIT-adjusted)(1)	**(0.4)**	**(0.2)**	**10.0**	**4.4**	**(10.4)**	**-103.9%**	**(9.8)**	**-97.8%**	**(430)**

(1) For information on the definition of alternative performance measures, see the paragraph 'Definitions and reconciliation of the Alternative Performance Measures ('APMs' or non-GAAP measures) to GAAP measures' of this additional financial information.

EMEA is the Group's largest region in terms of net sales, at 47.7%, and profitability, at 53.4%, followed by Americas (net sales and profitability respectively 45.2% and 46.7%) and APAC (net sales and profitability respectively 7.1% and -0.1%).

Americas reported a result from recurring activities at 46.7% of Group overall, up 8.2%, and flat margin, driven by gross margin accretion of 30 basis points due to the favourable price impact in Jamaica and Brazil; advertising and promotional expenses were accretive by 40 basis points in a muted on-premise environment and selling, general and administrative expenses were dilutive by -80 basis points due to planned investments in the commercial and marketing infrastructure with accelerated focus on efficiency gains.

EMEA reported a result from recurring activities at 53.4% of Group overall (-7.1% compared to 2023) and organic margin dilution of -160 basis points, driven by gross margin dilution of -60 basis points caused by a less favourable sales mix due to softened trend in aperitifs during peak season; advertising and promotional expenses were accretive by 30 basis points due to lower activations during peak season. Selling, general and administrative expenses were dilutive by -130 basis points driven by new route-to-market investments (Greece), completion of committed business investments and lower fixed cost abortion on moderate top-line growth trend.

APAC reported a result from recurring activities at -0.1% of Group overall and organic margin dilution of -430 basis points with an overall contribution remaining relatively negligible within the broader context of the Group's operations. Gross margin was accretive by 60 basis points, mainly driven by the mix effect in Japan (thanks to the growth in more premium whiskey) and China (supported by route-to-market investments); advertising and promotional expenses and selling, general and administrative expenses were impacted by investments in route-to-market capabilities in the region to support accelerated growth going forward, leading to margin dilution of -100 basis points and -390 basis points respectively.

OPERATING WORKING CAPITAL

The breakdown of the total change in operating working capital compared with the figure at 31 December 2023 is as follows.

	at 31 December 2024	at 31 December 2023	total change	*organic*	*perimeter*	*exchange rates and hyperinflation*
	€ million	**€ million**	**€ million**	***€ million***	***€ million***	***€ million***
Trade receivables	425.8	374.3	51.6	54.5	3.4	(6.4)
Total inventories, of which:	1,703.1	1,252.5	450.7	(6.5)	441.3	15.8
maturing inventory	1,127.0	603.3	523.7	106.7	394.3	22.7
biological assets	21.3	15.1	6.2	8.7	0.1	(2.6)
other inventory	554.8	634.1	(79.2)	(121.9)	47.0	(4.3)
Trade payables	(672.7)	(521.1)	(151.6)	(126.1)	(30.1)	4.6
Operating working capital	**1,456.3**	**1,105.6**	**350.6**	**(78.0)**	**414.7**	**14.0**
Sales in the previous 12 months rolling	3,069.7	2,918.6				
Working capital as % of net sales rolling	47.4	37.9				

At 31 December 2024, operating working capital amounted to €1,456.3 million, marking an increase of €350.6 million compared to 31 December 2023. This increase was primarily due to the Courvoisier business acquisition, which contributed €414.7 million. The existing business registered an organic decrease of €78.0 million, partially offset by exchange rate variations of €14.0 million, thus leading to a reduction of percentage of net sales from 37.9% at the end of 2023 to 34.6% at the end of 2024 on a like-for-like comparison base. Including the impact of the Courvoisier acquisition, working capital as a percentage of net sales stood at 47.4% at the end of 2024 on a reported basis.

Focusing solely on organic performance, trade receivables increased by €54.5 million, persistently mirroring the positive performance of net sales, notwithstanding the steadily progressing improvement in collection conditions during the year. Inventory saw a slight organic decrease of €6.5 million, primarily driven by a significant reduction in other inventory represented namely by finished products, by €121.9 million. This decrease was partially offset by an increase of €106.7 million in maturing liquid across bourbon, Scotch, rum and cognac supporting the strategic focus on premiumisation. It should be noted that, due to its nature, ageing liquid is comparable to invested capital as its growth profile is planned over a long-term horizon. Trade payables experienced an organic increase of €126.1 million compared to 2023, largely driven by the business dynamics, especially in the final quarter of 2024.

The increase of €14.0 million related to the exchange rate component was primarily associated with inventories, which saw a rise of €15.8 million. This was driven by maturing stock valued at €22.7 million, located in the United States, Jamaica and the United Kingdom, and was impacted by the revaluation of the US$, Jamaican Dollar and Great Britain Pound.

The effect of the first consolidation of Courvoisier, following its acquisition completed on 30 April 2024, led to a substantial increase in operating working capital by €414.7 million. This rise was essentially attributed to maturing inventory of cognac valued at €394.3 million, which was recorded at fair market values in accordance with applicable accounting standards within the context of a business combination (refer to the paragraph 'Acquisitions and commercial agreements' in the events section of the Management Board Report).

RECLASSIFIED STATEMENT OF CASH FLOWS

The table below shows a simplified and reclassified version of the cash flow statement in the Consolidated Financial statements. The main classification consists of the representation of the change in net financial debt at the end of the period as the final result of the total cash flow generated (or absorbed). Therefore, the cash flows relating to changes in net financial debt components are not shown.

	for the year ended 31 December			
	2024	of which recurring	2023	of which recurring
	€ million	€ million	€ million	€ million
Operating result (EBIT)	**392.4**	-	**540.2**	-
Result from recurring activities (EBIT-adjusted)	-	**604.9**	-	**618.7**
Depreciation and amortisation	127.7	127.7	110.2	110.2
EBITDA	**520.0**	-	**650.4**	-
EBITDA-adjusted	-	**732.6**	-	**728.9**
Effects from hyperinflation accounting standard adoption	16.8	16.8	14.6	14.6
Accruals and other changes from operating activities	84.2	45.3	36.7	26.7
Goodwill, brand, tangible fixed assets and sold business impairment	56.8	-	11.9	-
Income taxes paid	(85.3)	(89.7)	(195.0)	(188.0)
Cash flow from operating activities before changes in working capital	**592.5**	**705.0**	**518.7**	**582.3**
Changes in net operating working capital	78.0	78.0	(362.2)	(362.2)
Cash flow from operating activities	**670.5**	**783.0**	**156.5**	**220.1**
Net interest paid	(57.0)	(57.0)	(40.8)	(40.8)
Capital expenditure	(440.5)	(139.8)	(295.7)	(112.4)
Free cash flow	**173.0**	**586.2**	**(180.0)**	**66.9**
(Acquisition) disposal of business	(1,220.3)	-	(13.0)	-
Issuing of new shares/capital increase net of related ancillary costs	643.3	-	-	-
Dividend paid out by the Company	(78.1)	-	(67.5)	-
Other items including net purchase of own shares	16.7	-	(5.3)	-
Cash flow invested in other activities	**(638.4)**	-	**(85.7)**	-
Total change in net financial debt due to operating activities	**(465.5)**	-	**(265.7)**	-
Put option and earn-out liability changes(1)	(11.1)	-	1.2	-
Increase in investments for lease right of use(2)	(18.8)	-	(14.0)	-
Net cash flow of the period=change in net financial debt	**(495.3)**	-	**(278.5)**	-
Effect of exchange rate changes	**(28.1)**	-	**(19.6)**	-
Net financial debt at the beginning of the period	**(1,853.5)**	-	**(1,552.5)**	-
Opening restatements(3)	-	-	(2.8)	-
Net financial debt at the beginning of the period-reclassified	**(1,853.5)**	-	**(1,555.3)**	-
Net financial debt at the end of the period	**(2,376.9)**	-	**(1,853.5)**	-

(1) This item, which is a non-cash item, was included purely to reconcile the change in financial debt relating to activities in the period with the overall change in net financial debt.
(2) For information on the value shown, please see note 4 ii-'Property, plant and equipment-right-of-use assets by nature' of the Campari Group-consolidated financial statements at 31 December 2023.
(3) For information on reclassifications of comparative figures, refer to note 2 vi.-'Reclassification of comparative figures at 31 December 2022' of Campari Group Consolidated Financial statements at 31 December 2023. The reclassification is related to the post-closing adjustment payment connected with Wilderness Trail Distillery, LLC. Net financial debt at the beginning of the period post-reclassifications was €1,555.3 million.

KEY HIGHLIGHTS

At 31 December 2024, net cash flow showed a cash flow absorption of €495.3 million, also reflected as an equivalent increase in the net financial debt compared to 31 December 2023, to which a negative exchange rate effect of €28.1 million was added. The cash generation in terms of free cash flow on a reported basis was positive at €173.0 million in 2024 compared to a negative free cash flow of €180.0 million reported in 2023. The main driver of the change was due to the different contribution of operating working capital evolution compared to the last year, which showed a cash generation of €78.0 million in 2024. The recurring free cash flow was strong during the period and amounted to €586.2 million, compared with a positive recurring cash flow of €66.9 million in 2023. In terms of percentages on EBITDA-adjusted, recurring free cash flows totalled 80.0%, compared to 9.2% in the same period of 2023.

ANALYSIS OF THE CONSOLIDATED STATEMENT OF CASH FLOWS

The following drivers contributed to the generation of the above-mentioned free cash flows in 2024:

- operating result (EBIT) amounted to €392.4 million, compared to €540.2 million in 2023, and included a negative effect of €212.6 million related to operating adjustments (€78.5 million in 2023). Excluding operating adjustments, the result from recurring activities (EBIT-adjusted) amounted to €604.9 million (€618.7 million in 2023);
- EBITDA amounted to €520.0 million decreasing by €130.3 million on the previous year. Excluding the aforementioned non-recurring components, EBITDA-adjusted amounted to €732.6 million (€728.9 million in 2023);
- non-cash component arising from the application of the hyperinflation accounting standard in Argentina amounted to €16.8 million in 2024 (€14.6 million in 2023);
- accruals for provisions net of utilizations and other miscellaneous operating changes showed a positive effect of €84.2 million. Excluding non-recurring provisions related to restructuring initiatives (€72.1 million) as well as carving out the payment of non-recurring last mile long-term incentive schemes with retention purposes (€33.2 million), accruals and other changes from recurring operating activities amounted to €45.3 million;
- non-cash write-off losses related to tangible and intangible assets stood at €56.8 million and related principally to the impairment loss of €50.8 million attributable to the Cabo Wabo, Wilderness and Bulldog brands;
- the cash financial impact deriving from the tax payments effected during 2024 was €85.3 million, a decrease of €109.7 million compared to the previous year. The amount paid included refunds of tax credits totalling €4.4 million, which pertained to the Courvoisier business prior to acquisition but were received after its completion. Consequently, this effect was classified as a non-recurring item and excluding the latter, taxes paid amounted to €89.7 million, a decrease of €98.3 million compared to the same period of the previous year. This variation was primarily due to cash phasing effects based on tax calendars and the use of tax credits from previous years. Moreover, the benefit derived from the Italian Patent Box (€6.5 million referred to 2024 and €18.4 million from the recapture of previous year's tax credit) is not yet reflected and will have a cash benefit impact on tax payments starting from 2025;

- working capital recorded a cash generation of €78.0 million (refer to the paragraph 'Operating working capital' for details);
- interest paid, net of interest received, stood at €57.0 million in 2024 (€40.8 million in 2023);
- net investment in capital expenditure amounted to €440.5 million, of which the recurring component was €139.8 million. Extraordinary capital expenditure amounted to €300.7 million, confirming the Group's commitment to continue to invest in the expansion of its production capacity and efficiency to support long-term growth and sustainability initiatives. Additionally, the extraordinary capital expenditure also included the Group's real-estate project in the heart of Milan.

Cash flow invested in other activities was negative at €638.4 million, compared to a negative absorption of €85.7 million in 2023 resulting primarily in:

- the purchase of the Courvoisier business for a total consideration of €1,121.5 million, inclusive of the net financial positions acquired, as well as the acquisition of the 15.4% minority stake in Capevin Holdings Proprietary Limited for €87.8 million (GBP74.0 million inclusive of acquisition-related fees) and the capital contribution amounting to €11.0 million in the Dioniso joint-venture (contribution equally supported by Moët Hennessy);
- the proceeds from the issuance of new ordinary shares net of related fees for €643.3 million;
- dividends paid of €78.1 million;
- other items including net sale of own shares for €16.7 million.

New **lease** changes, **put option and earn-out liabilities changes** are presented solely to reconcile net cash flows for the period with total net financial debt. These components collectively contributed total net debt absorption of €29.9 million.

NET FINANCIAL DEBT

As of 31 December 2024, consolidated net financial debt amounted to €2,376.9 million, up by €523.4 million compared with €1,853.5 million reported at 31 December 2023, driven by a perimeter increase of €1,269.0 million, partially compensated by the issuance of ordinary shares (€650.0 million). Organically, the net financial position decreased by €123.7 million, remaining focused on medium to long-term maturities. This aligns with Campari Group's long-term growth strategy, supported by substantial credit lines totalling €825.9 million. Of these, €400.0 million are committed until 2029 (undrawn as of 31 December 2024) and €425.9 million are uncommitted, with €144.1 million drawn down at 31 December 2024. Changes in the debt structure in the two periods under comparison are shown in the table below.

	31 December				*of which*		
	2024	**2023**	**total change**	***organic***	***issuance of ordinary shares***	***perimeter***	***exchange rates***
	€ million	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**
cash and cash equivalents	**666.3**	620.3	46.0	609.0	650.0	(1,208.6)	(4.4)
bonds	-	(300.0)	300.0	300.0			
loans due to banks	(289.6)	(130.6)	(159.1)	(153.8)		(11.5)	6.3
lease payables	(18.8)	(16.0)	(2.8)	(2.7)		(0.1)	
other financial assets and liabilities	(21.1)	5.3	(26.4)	(26.8)			0.4
short-term net financial position	**336.9**	**179.1**	**157.7**	**725.7**	**650.0**	**(1,220.2)**	**2.2**
bonds	(1,580.3)	(845.8)	(734.5)	(734.5)			
loans due to banks	(916.5)	(901.5)	(15.0)	6.0			(20.9)
lease payables	(58.7)	(60.0)	1.3	2.8		(0.1)	(1.4)
other financial assets and liabilities	10.2	9.8	0.4	0.3			
medium-/long-term net financial position	**(2,545.3)**	**(1,797.5)**	**(747.8)**	**(725.4)**		**(0.1)**	**(22.3)**
net financial debt before put option and earn-out	**(2,208.5)**	**(1,618.4)**	**(590.1)**	**0.3**	**650.0**	**(1,220.3)**	**(20.1)**
liabilities for put option and earn-out payments	(168.4)	(235.1)	66.7	123.4		(48.7)	(8.0)
net financial debt	**(2,376.9)**	**(1,853.5)**	**(523.4)**	**123.7**	**650.0**	**(1,269.0)**	**(28.1)**

Below is a deep dive on the business development initiatives affecting the perimeter in the net financial debt position for the period, split by items.

	Courvoisier cognac business(1)	joint-ventures and third-party investments(2)	total perimeter
	€ million	€ million	€ million
net impact on cash and cash equivalents	**(1,109.8)**	(98.8)	(1,208.6)
net financial assets (debt) acquired in business combinations	(11.7)	-	(11.7)
other financial debt for contingent considerations	(30.3)	-	-
total acquisition effect on closing date	**(1,121.5)**	**(98.8)**	**(1,220.3)**
settlement or (recognition) of put option liabilities	(48.7)	-	(48.7)
net effect of (acquisitions) disposals over net financial debt	**(1,170.2)**	**(98.8)**	**(1,269.0)**
of which reported at 31 December 2024			
net impact on cash and cash equivalent	*(1,109.8)*	*(98.8)*	*(1,208.6)*
net impact on net financial debt other than cash and cash equivalent	*(60.4)*	-	*(60.4)*

(1) Courvoisier Holding France S.A.S. acquisition completed in April 2024 (refer to 'Significant events during the period' paragraph of this additional financial information).
(2) Acquisition of a minority stake of 15.4% in Capevin Holdings Proprietary Limited and capital contribution in the Dioniso joint-venture.

The **short-term net financial debt position**, mainly consisting of cash and cash equivalents (€666.3 million) net of loans due to banks (€289.6 million), was positive at €336.9 million, thus increasing compared with 31 December 2023. The main transactions that impacted the cash position in 2024 were the following:

- the issuance of new ordinary shares (for €650.0 million) and 5-year convertible bonds (for €550.0 million), leading to a total gross amount cashed in of €1,200.0 million, primarily used to support the acquisition of Courvoisier business, as well as to capitalise on market conditions optimizing the funding structure;
- the issuance of a new unrated 7-year bond on 18 June 2024 for a nominal amount cashed in of €220.0 million allocated for general corporate purposes;
- the repayment of unrated bonds issued in 2017 and 2019 with maturity in April 2024 for a total overall amount cashed out of €300.0 million;
- the outlay for acquiring a minority stake of 15.4% in Capevin Holdings Proprietary Limited for €87.8 million (€86.8 million and acquisition-related fees for €1.0 million);
- the outlay for acquiring the remaining 49% stakes in Licorera Ancho Reyes y cia, S.A.P.I. de C.V. and Casa Montelobos, S.A.P.I. de C.V. as well as in Trans Beverages Company Ltd. (€55.2 million and €21.9 million respectively) impacting liabilities for put option and earn-out payments;
- the capital contribution in the Dioniso joint-venture (contribution of €11.0 million equally supported by Moët Hennessy);
- capital expenditure initiatives (€440.5 million), the dividend payment (€78.1 million) and income taxes paid (€85.3 million).

The **medium to long-term financial debt position** primarily consisted of bonds and loans due to banks totalling €2,545.3 million, increasing by €747.8 million, primarily related to the issue of the aforementioned bonds.
The Group's bank loans include sustainability-linked facilities for an original nominal aggregated value of €450.0 million, reinforcing the Group's dedication to its sustainability journey. These facilities provide for a variable interest rate component tied to the achievement of certain ESG targets identified by Campari Group and which are particularly focused on the reduction of emissions, as well as the responsible use of water and gender equality.

The Group's net financial debt position included liabilities of €168.4 million related to future commitments to acquire outstanding minority interests in controlled companies as well as liabilities for **put options and earn-out payments**, including the earn-out related to the Courvoisier acquisition. The net decrease of €66.7 million observed during the period can be attributed to the interplay of the following factors:

- the above-mentioned acquisition of the remaining 49% minority interests in Licorera Ancho Reyes y cia, S.A.P.I. de C.V. and Casa Montelobos, S.A.P.I. de C.V.. The total consideration was confirmed to be aligned with the estimated debt previously recognised. Since the companies were already under Campari Group's control and included within its consolidation perimeter, hence in the estimated put option and earn-out liabilities, the transaction had no material impact on the Group's figures;

- net effect from remeasurement of the estimated liabilities resulted in a total net decrease of €45.6 million, primarily related to Wilderness Trail Distillery, LLC and exchange rate fluctuations (€8.0 million);

- the recognition of the Courvoisier earn-out of liability assessed at €48.7 million at the acquisition date and payable in 2029, contingent upon achievement net sales targets realized in full year 2028.

At 31 December 2024, Campari Group's **net debt/EBITDA-adjusted ratio**[1] was 3.2 times, compared with 2.5 at 31 December 2023. At 31 December 2024, the increase in the ratio was primarily attributable to a temporary rise in financial leverage resulting from the Courvoisier acquisition, as opposed to the increase in adjusted EBITDA, which contributed for only eight months. The proforma index-adjusted at 31 December 2024, taking into account a simulated annual effect on EBITDA of the new business in the last 12 months, would be unchanged and equal to 3.2 times, assuming the same contained impact from the new business on a conservative basis.

CAPITAL EXPENDITURE

During 2024, net investments totalled €440.5 million, of which €139.8 million were recurring and €300.7 million were non-recurring.
The recurring investments were related to initiatives focused on continuously enhancing the supply chain, via efficiency improvements, sustainability-related initiatives and business infrastructure development.
Specifically, they related to the following projects:

- maintenance expenditure on the Group's operations and production facilities, offices and IT infrastructure which, although individually not material, amounted overall to €71.1 million;

- the purchase of barrels for maturing bourbon and rum totalling €52.7 million, net of related disposals;

- investments to develop biological assets, totalling €15.9 million.

In terms of non-recurring investments, €96.9 million were related to the real-estate project to host the Group's future new headquarters. Moreover, initiatives associated with supply chain capacity expansion aimed at meeting anticipated long-term consumer demand were carried out for an amount of €187.7 million. The initiatives were primarily allocated in the United States to expand bourbon production capacity (€53.7 million), in Jamaica (€38.4 million), in Mexico to expand supply chain facilities for tequila production (€40.6 million), in Italy to enhance the manufacturing footprint for aperitifs (€19.9 million), in France to modernise the production process for cognac (€19.5 million), as well as in the United Kingdom (€3.1 million).
Focusing on sustainability-related investments included in the initiatives listed above (€55.7 million in 2024), they were allocated to Jamaica (€32.6 million), Mexico (€13.6 million), the United Kingdom (€2.5 million) and Martinique (€1.9 million).
Additionally, the Group continued to pursue its digital transformation path, investing €16.2 million during the year. The investments also include an integrated transformation programme designed to support the Group's strategic agenda: it enhances planning capabilities, drives actionable insights through improved external data connection and structures, thus achieving improved business outcomes.
Concerning the nature of investments, net purchases encompassed tangible assets totalling €387.0 million, biological assets namely related to agave plantations amounting to €15.9 million and intangible assets valued at €37.6 million.

Lastly, investments for the rights of use of third-party assets were related to tangible assets attributable to offices, plant and machinery and vehicles, which increased by €18.8 million during the period.

1 For information on the definition of alternative performance measures, see the paragraph 'Definitions and reconciliation of the Alternative Performance Measures (APMs or non-GAAP measures) to GAAP measures' of this Management Board Report.

RECLASSIFIED STATEMENT OF FINANCIAL POSITION

The Group's financial position is shown in the table below in summary and in reclassified format, to highlight the structure of invested capital and financing sources.

			31 December			*of which*
	2024	2023	total change	*organic change*	*perimeter*	*exchange rates and hyperinflation*
	€ million	€ million	€ million	€ million	€ million	€ million
fixed assets	5,326.3	4,115.4	1,210.9	296.2	823.5	91.2
other non-current assets and (liabilities)	(457.1)	(375.9)	(81.2)	13.1	(77.0)	(17.3)
operating working capital	1,456.3	1,105.6	350.6	(78.0)	414.7	14.0
other current assets and (liabilities)	(93.3)	(64.9)	(28.3)	(34.9)	9.6	(3.0)
total invested capital	**6,232.2**	**4,780.2**	**1,452.0**	**196.4**	**1,170.7**	**84.9**
Group shareholders' equity	3,854.0	2,925.2	928.8	981.1	(98.8)	46.5
non-controlling interests	1.3	1.6	(0.3)	(11.1)	0.5	10.2
net financial debt	2,376.9	1,853.5	523.4	(773.7)	1,269.0	28.1
total financing sources	**6,232.2**	**4,780.2**	**1,452.0**	**196.4**	**1,170.7**	**84.9**

Invested capital at 31 December 2024 was €6,232.2 million, an increase of €1,452.0 million compared with the figures at 31 December 2023. This change was primarily related to the Courvoisier acquisition, completed on 30 April 2024. It was mainly driven by fixed assets, particularly intangible assets for brand and goodwill, and inventory, primarily related to maturing stock. All reported values at the acquisition date were recorded at fair market values in accordance with applicable accounting standards for business combination (refer to the paragraph 'Acquisitions and commercial agreements' in the events section of the Management Board Report).

Focusing on the organic change, the most significant variations attributable to the invested capital referred to:

- the increase of €296.2 million in fixed assets, mainly related to investments envisaged for enhancing supply chain capacity and efficiency, sustainability-related initiatives, as well as the real-estate project for the Group's headquarters in Italy;
- the decrease of €78.0 million in operating working capital, mainly attributable to an increase in trade payables largely driven by business dynamics, especially in the final quarter of 2024, partially offset by an increase in trade receivables, followed by the positive performance of net sales (refer to paragraph 'Operating working capital' for more information);
- the change of €34.9 million in other current liabilities net of assets, mainly related to value added tax as well as excise taxes;
- moreover, invested capital at 31 December 2024 was significantly impacted by non-monetary foreign currency exchange effects, resulting in a net increase of €84.9 million.

In terms of financing sources, significant changes occurred, notably an overall increase of €928.8 million in the Group's shareholders' equity. This increase predominantly arose from the combined effect of issuance of new ordinary shares for gross proceeds of €650.0 million, the Group results for the period of €201.6 million, dividend payment of €78.1 million as well as an increase in non-monetary foreign currency effect of €46.5 million. The net financial debt variations totalling €523.4 million were primarily related to the successful placement of senior unsecured convertible bonds due in 2029 with an aggregate principal amount of €550.0 million as well as the placement of an unrated bond issue due in 2031 for €220.0 million in principal aggregate amount (for more detailed information, refer to the paragraph 'Net financial debt' in this Management Board Report).

As a result of the changes mentioned above, the Group's financial structure showed a net debt to shareholders' funds ratio of 61.7% at the end of the period, slightly decreased from 63.4% recorded at 31 December 2023.

RECONCILIATION OF THE COMPANY AND GROUP NET PROFIT AND SHAREHOLDERS' EQUITY

For information related to the reconciliation between the result for the period and shareholders' equity for the Group with the same items of the Parent Company Davide Campari-Milano N.V., please refer to paragraph 'Shareholders' equity' in the Company only financial statement at 31 December 2024.

CONCLUSION AND OUTLOOK

The full-year 2024 results demonstrated resilient performance in an environment marked by macroeconomic and geopolitical volatility.

In the context of the current low visibility as to the duration of cyclical macro headwinds, 2025 is expected to be a transition year. Moderate organic full-year net sales growth is expected to continue, with an improving trend in the second half of 2025. The timing of Easter will drive a phasing of shipments leading to a low single-digit negative growth in the first quarter, mainly driven by the European markets, followed by a progressive improvement as markets continue to get back to normal consumption patterns.

Organic EBIT-adjusted margin is expected to be directionally flat for the year. Gross margin trends will be determined based on the sales mix evolution despite confirmed cost of sales tailwinds. The step-up of reinvestment in advertising and promotion initiatives is intended to restore to a historic normalized range of 17-17.5% of net sales. The initiated selling, general and administrative expenses containment program is confirmed to deliver approximately 50 basis points of benefit on sales in 2025, phased into the second half of the year. Accordingly, EBIT-adjusted performance is projected to be skewed into the second half of 2025 due to adverse phasing of gross margin improvement, adverting and promotion spending and selling, general and administrative expenses savings.
The 25% tariffs on imports from Mexico, Canada and Europe into the United Stated are estimated to have an annualized potential impact of approximately €90.0 to €100.0 million before any potential mitigation actions, which are currently under assessment and not included in the aforementioned guidance.

Medium - to long-term outlook announced on 29 of October 2024, is confirmed with confidence in continued outperformance and market share gains leveraging strong brands in growing categories, leading to a gradual return to mid-to-high single digit organic net sales growth trajectory in the medium-term in a normalized macro environment before the impact of potential tariffs. Gross margin is expected to benefit from sales growth with positive sales mix driven by aperitifs, tequila and premiumisation across the portfolio, as well as cost of sales efficiencies. EBIT-adjusted margin accretion is expected to be also supported by the key company initiatives delivering 200 basis points overall benefit on selling, general and administrative expenses over net sales in three years by 2027 and increased efficiency in brand building spending.

DEFINITIONS AND RECONCILIATION OF THE ALTERNATIVE PERFORMANCE MEASURES (APMS OR NON-GAAP MEASURES) TO GAAP MEASURES

This paragraph presents and comments on certain financial performance measures that are not defined in the IFRS (non-GAAP measures). These measures, which are described below, are used to analyse the Group's business performance in the 'Key highlights' and 'Management board report' sections and comply with the Guidelines on Alternative Performance Measures issued by the European Securities and Markets Authority ('ESMA') in its communication ESMA/2015/1415.

The alternative performance measures listed below should be used to supplement the information required under IFRS to help readers of the annual report to gain a better understanding of the Group's economic, financial and capital position. They are applied to Group planning and reporting, and some are used for incentive purposes.

Alternative performance measures can serve to facilitate comparison with groups operating in the same sector, although, in some cases, the calculation method may differ from those used by other companies. They should be viewed as complementary to, and not replacements for, the comparable GAAP measures and movements they reflect.

FINANCIAL MEASURES USED TO MEASURE GROUP PERFORMANCE

ORGANIC CHANGE

Campari Group shows organic changes to comment on its underlying business performance. By using this measure, it is possible to focus on the business performance common to both periods under comparison, and which management can influence. Organic change is calculated by excluding both the impact of currency movement against the € (expressed at average exchange rates for the same period in the previous year) and the effects of brand asset deals, business acquisitions and disposals, as well as the signing or termination of distribution agreements.

Specifically:

- the exchange rate effects are calculated by converting the figures for the current period at the exchange rates applicable in the same period in the previous year. The exchange rate includes the effects associated with hyperinflationary economies;
- the results attributable to businesses acquired or the conclusion of distribution agreements during the current year are excluded from organic change for 12 months from the date on which the transaction is closed;
- the results attributable to businesses acquired or the conclusion of distribution agreements during the previous year are included in full in the figures for the previous year as from the closing date of the transaction, and are only included in the current period's organic change 12 months after their conclusion;
- the results from business disposals or the termination of distribution agreements during the same period in the previous year are wholly excluded from the figures for that period and, therefore, from organic change;
- the results from business disposals or the termination of distribution agreements during the current period are excluded from the figures for the same period in the previous year from their corresponding date of disposal or termination.

To mitigate the effect of hyperinflationary economies, the organic change for countries having to adopt the hyperinflationary methodology laid down in IFRS includes only the component attributable to volumes sold in relation to net sales, while the effects associated with hyperinflation, including price index variation and price increases, are treated as exchange rate effects.

The organic change as a percentage is the ratio of the overall value of the organic change,

calculated as described above, to the overall value of the measure in question for the previous period under comparison.

GROSS PROFIT

Calculated as the difference between net sales and the cost of sales (consisting of their materials, production and distribution cost components).

CONTRIBUTION MARGIN

Calculated as the difference between net sales, the cost of sales (consisting of their materials, production and distribution cost components) and advertising and promotional expenses.

OTHER OPERATING INCOME (EXPENSES)

Related to certain transactions or events identified by the Group as adjustment components for the operating result, such as:

- capital gains (losses) on the disposal of tangible and intangible assets;
- capital gains (losses) on the disposal of businesses;
- penalties or gains arising from the settlement of tax disputes;
- impairment losses on fixed assets (tangible and intangible);
- restructuring and reorganization costs;
- ancillary expenses associated with acquisitions (disposals) of businesses or companies;
- other non-recurring income (expenses).

These items are deducted from, or added to, the following measures: operating result (EBIT), EBITDA, profit or loss before taxation, the Group's profit before taxation, net profit and the Group's net profit for the period.
For a detailed reconciliation of the items that impacted on the alternative performance measures referred to above in the current and comparison periods, see the appendix at the end of this section.
The Group believes that properly adjusted measures help both management and investors to assess the Group's results and cash flows year on year on a comparable basis as well as against those of other groups in the sector, as they exclude the impact of certain items that are not relevant for assessing performance.

OPERATING RESULT (EBIT)

Calculated as the difference between net sales, the cost of sales (in terms of their materials, production and distribution), advertising and promotional expenses, and selling, general and administrative expenses.

RESULT FROM RECURRING OPERATIONS (EBIT-ADJUSTED)

The operating result for the period before the other operating income (expenses) mentioned above.

EBITDA

The operating result before depreciation and amortisation of intangible assets with a finite life, property, plant and equipment and right of use assets.

EBITDA-ADJUSTED

EBITDA, as defined above, excluding other operating income (expenses).

ADJUSTMENTS TO FINANCIAL INCOME (EXPENSES)

Certain transactions or events identified by the Group as components adjusting the profit or loss before taxation related to events covering a single period or financial year, such as:

- interest on penalties or gains arising from the settlement of tax disputes;
- expenses related to the early settlement of financial liabilities or liability management operations, including financial liability remeasurement effects;
- financial expenses arising from acquisitions (disposals) of businesses or companies;
- other non-recurring financial income (expenses).

PUT OPTION, EARN-OUT INCOME (EXPENSES)

Relates to the income (expenses) associated with the review of estimates and assessment of expected cash-out settlement for put option and earn-out agreements, also including the non-cash effect arising from the related actualisation.

PROFIT (LOSS) RELATED TO JOINT-VENTURES AND OTHER INVESTMENTS
Relates to the income (expenses) resulting from the application of the equity method in the valuation of the Group's interests in joint-ventures as well as from other investments. The item also includes any fair value reassessments of previously held Group interests in joint-ventures before their consolidation.

PROFIT (LOSS) BEFORE TAXATION-ADJUSTED
Refers to the result before taxation for the period, excluding other operating income (expenses) and adjustments to financial income (expenses), as well as put option and earn-out income (expenses). It also excludes the profit (loss) associated with the reassessments of previously held joint-venture investments before their consolidation and any impairment related to investment initiatives, while including the result before taxation attributable to non-controlling interests.

TAX ADJUSTMENTS
Include the tax effects of transactions or events identified by the Group as components adjusting the taxation of the period related to events covering a single period or financial year, such as:

- positive (negative) taxation effects associated with the operating and financial adjustments, as well as the put option, earn-out income (expenses) and the profit (loss) related to reassessments of previously held joint-ventures before their consolidation;
- non-recurring positive (negative) taxation effects.

TAX RATE-ADJUSTED
The tax rate-adjusted is calculated by deducting the tax adjustments mentioned above from the taxation. The new value of taxation-adjusted is then correlated to the profit or loss before taxation-adjusted.

CASH TAX RATE
The cash tax rate is calculated by deducting the tax adjustments mentioned above and the deferred taxes on brands and goodwill which are relevant for tax purposes from the taxation. The new value of cash taxation is then correlated to the profit or loss before taxation-adjusted.

GROUP'S NET PROFIT-ADJUSTED
The result for the period attributable to the Group (i.e., excluding the non-controlling interests result after taxation) before other operating income (expenses), adjustments to financial income (expenses), to put option and earn-out income (expenses) and the profit (loss) related to reassessments of previously held joint-venture investments before their consolidation and any impairment related to investment initiatives, before the related taxation effect and before other positive/negative tax adjustments for the period.

BASIC AND DILUTED EARNINGS PER SHARE-ADJUSTED (BASIC/DILUTED EPS-ADJUSTED)
Basic/diluted earnings per share before other operating income (expenses), adjustments to financial income (expenses), to put option, earn-out income (expenses) and the profit (loss) related to re-assessments of previously held joint-venture investments before their consolidation and any impairment related to investment initiatives, before the related taxation effect and before other positive (negative) tax adjustments for the period.

ROS (RETURN ON SALES)
The ratio of the operating result (EBIT) to net sales for the period.

ROS-ADJUSTED
The ratio of the result from recurring activities (EBIT-adjusted) to net sales for the period.

OPERATING WORKING CAPITAL AS PERCENTAGE OF NET SALES
The ratio is calculated by dividing the net sales on operating working capital balances based on the reported value at the closing date of the reference period; the net sales reference value is twelve months and is calculated based on the reported value at the closing date of the reference period, into which the portion of net sales recorded in the previous year is incorporated for the remaining months. Upon the occurrence of significant business acquisition (or disposal) transactions, a pro-forma

index is calculated to take into account the annual effect on net sales of the business transaction (including for acquisition, excluding for a disposal) of the last twelve months, to ensure consistency in comparative terms with the previous year reported.

RECLASSIFIED STATEMENT OF FINANCIAL POSITION

The items included in the reclassified statement of financial position are defined below as the algebraic sum of specific items contained in the financial statements:

FIXED ASSETS

Calculated as the algebraic sum of:
- property, plant and equipment;
- right of use assets;
- biological assets;
- investment property;
- goodwill;
- brands;
- intangible assets with a finite life.

OTHER NON-CURRENT ASSETS AND LIABILITIES

Calculated as the algebraic sum of:
- other non-current assets;
- deferred tax assets;
- other non-current financial assets;
- deferred tax liabilities;
- post-employment benefit obligations;
- provisions for risks and charges;
- investments in joint-ventures;
- other non-current liabilities;
- other non-current financial liabilities.

OPERATING WORKING CAPITAL

Calculated as the algebraic sum of:
- inventories;
- biological asset inventories;
- trade receivables;
- trade payables.

OTHER CURRENT ASSETS AND LIABILITIES

Calculated as the algebraic sum of:
- income tax receivables;
- other current assets;
- income tax payables;
- other current liabilities;
- other current financial assets;
- other current financial liabilities;
- assets and liabilities held for sale.

INVESTED CAPITAL

Calculated as the algebraic sum of the items listed above and in particular:
- fixed assets;
- other non-current assets and liabilities;
- operating working capital;
- other current assets and liabilities.

FINANCING SOURCES

Calculated as the algebraic sum of:
- group shareholders' equity;
- non-controlling interests;
- net financial debt.

NET FINANCIAL DEBT

Calculated as the algebraic sum of:
- cash and cash equivalents;
- lease receivables;
- bonds;
- loans due to banks;
- lease payables;
- liabilities for put option and earn-out payments;

- other current and non-current financial assets and liabilities.

ORGANIC CHANGE REPORTED IN OPERATING WORKING CAPITAL, NET FINANCIAL DEBT AND RECLASSIFIED FINANCIAL POSITION ITEMS

The organic change is calculated by excluding, from the overall change of the period, the exchange rate effects and the perimeter effect. The perimeter effect represents the items of the business acquired and sold as well as the items connected with brand asset deals, at the date of their transaction.

CAPITAL EXPENDITURE

This item includes the cash flow from the purchase of intangible and tangible fixed assets net of disposals made during the period.

RECURRING CAPITAL EXPENDITURE

This item shows the net cash flows from purchases/disposals relating to projects managed in the ordinary course of business.

RECLASSIFIED STATEMENT OF CASH FLOWS

The reclassified statements show a simplified and reclassified version of the cash flow statement disclosed in the Consolidated Financial statements. The main classification consists of the representation of the change in net financial debt at the end of the period as the final result of the total cash flow generated (or absorbed). The total cash flows generated (or used) in the period thus correspond to the change in net financial debt.

FREE CASH FLOW

This is a liquidity measure and provides useful information to the readers of the report about the amount of cash generated, which can be used for general corporate purposes, after payments for interest, direct taxes, capital expenditure, and excluding income from the sale of fixed assets. Free cash flow shall be considered in addition to, not as a substitute for, or superior to, cash flow from operating activities prepared in accordance with GAAP.

RECURRING FREE CASH FLOWS

Cash flows that measure the Group's self-financing capacity, calculated on the basis of cash flows from operations, before the other operating income and expenses referred to above, and adjusted for interest, net direct taxes paid and cash flows used in capital expenditure attributable to ordinary business before the income/losses component arising from the sale of fixed assets.

RECURRING PROVISIONS AND OPERATING CHANGES

These include provisions and operating changes, excluding the other operating income and expenses referred to above.

RECURRING TAXES PAID

These include taxes paid, excluding cash flows from tax incentives and from the disposal of the Group's non-strategic assets.

DEBT/EBITDA-ADJUSTED RATIO

The net debt/EBITDA-adjusted ratio is used by management to assess the Group's level of financial leverage, which affects its capacity to refinance its debt by the set maturity dates and to obtain further financing to invest in business development. The Group's debt management objective is based on the achievement of an optimal and sustainable level of financial solidity while maintaining an appropriate level of flexibility with regard to funding options. The Group monitors changes in this measure on an ongoing basis. Net debt is the Group's net financial debt reported at the closing date of the reference period; the Group's EBITDA-adjusted for the past 12 months is calculated based on the reported value at the closing date of the reference period, into which the portion of EBITDA-adjusted recorded in the previous year is incorporated for the remaining months. Upon the occurrence of significant business acquisition (disposal) transactions, a pro-forma index-adjusted is calculated to take into account the annual effect on EBITDA of the business transaction (including for acquisition, excluding for a disposal) of the last twelve months, to ensure consistency in comparative terms with the previous year reported.

APPENDIX OF ALTERNATIVE PERFORMANCE INDICATORS

For the year ended 31 December 2024.

for the year ended 31 December 2024	EBITDA		EBIT		profit before taxation		Group net profit		basic earnings per share	diluted earnings per share
	€ million	% on sales	€ million	% on sales	€ million	% on sales	€ million	% on sales	€	€
alternative performance measure reported	**520.0**	**16.9%**	**392.4**	**12.8%**	**255.6**	**8.3%**	**201.6**	**6.6%**	**0.17**	**0.17**
restructuring and reorganization costs	(102.6)	-3.3%	(102.6)	-3.3%	(102.6)	-3.3%	(102.6)	-3.3%	(0.09)	(0.08)
impairment of tangible assets, brands and business dis-posed	(56.8)	-1.8%	(56.8)	-1.8%	(56.8)	-1.8%	(56.8)	-1.8%	(0.05)	(0.05)
last mile long-term incentive schemes with retention pur-poses	(2.5)	-0.1%	(2.5)	-0.1%	(2.5)	-0.1%	(2.5)	-0.1%	-	-
fees from acquisition/disposals of business or companies	(12.3)	-0.4%	(12.3)	-0.4%	(12.3)	-0.4%	(12.3)	-0.4%	(0.01)	(0.01)
net expenses from route to market changes and indemnities from contract resolutions	(25.9)	-0.8%	(25.9)	-0.8%	(25.9)	-0.8%	(25.9)	-0.8%	(0.02)	(0.02)
net penalties or gains arising from the settlement of tax and legal disputes	(5.4)	-0.2%	(5.4)	-0.2%	(5.4)	-0.2%	(5.4)	-0.2%	-	-
finance transformation costs	(4.9)	-0.2%	(4.9)	-0.2%	(4.9)	-0.2%	(4.9)	-0.2%	-	-
other adjustments of operating income (expenses)	(2.3)	-0.1%	(2.3)	-0.1%	(2.3)	-0.1%	(2.3)	-0.1%	-	-
financial interest on tax litigation	-	-	-	-	0.5	-	0.5	-	-	-
impairment related to investment initiatives	-	-	-	-	(55.1)	-1.8%	(55.1)	-1.8%	(0.05)	(0.04)
tax adjustments	-	-	-	-	-	-	92.8	3.0%	0.08	0.07
total adjustments	**(212.6)**	**-6.9%**	**(212.6)**	**-6.9%**	**(267.2)**	**-8.7%**	**(174.4)**	**-5.7%**	**(0.15)**	**(0.14)**
alternative performance measure adjusted	**732.6**	**23.9%**	**604.9**	**19.7%**	**522.8**	**17.0%**	**376.0**	**12.2%**	**0.31**	**0.31**

for the year ended 31 December 2024		basic	diluted[1]
Group net profit adjusted	€ million	376.0	390.2
outstanding shares	n.	1,200,346,949	1,250,652,701
earnings per share adjusted	**€**	**0.31**	**0.31**

(1) Both Group net profit-adjusted and outstanding shares are calculated also including the dilution from convertible instrument effect.

for the year ended 31 December 2024	Free cash flow
	€ million
alternative performance measure reported	**173.0**
impairment of assets	56.8
other changes from operating activities	(212.6)
non-recurring taxes paid	4.4
changes in other non-financial assets and liabilities	38.9
net cash flow from non-recurring investments	(300.7)
total adjustments	**(413.2)**
alternative performance measure adjusted (recurring free cash flow)	**586.2**

for the year ended 31 December 2024	
	€ million
EBITDA-adjusted at 31 December 2024	732.6
bet financial debt at 31 December 2024	2,376.9
net debt/EBITDA-adjusted ratio	**ratio 3.2**
rolling twelve months EBITDA adjusted for business acquisition	748.5
net debt/EBITDA-adjusted for business acquisition ratio	**ratio 3.2**

For the comparative figures for the year ended 31 December 2023.

for the year ended 31 December 2023	EBITDA		EBIT		profit before taxation		Group net profit		basic earnings per share	diluted earnings per share
	€ million	% on sales	€ million	% on sales	€ million	% on sales	€ million	% on sales	€	€
alternative performance measure reported	**650.4**	**22.3%**	**540.2**	**18.5%**	**466.5**	**16.0%**	**330.5**	**11.3%**	**0.29**	**0.29**
net expenses from acquisition/ disposals of business or companies and indemnities from contract resolutions	(17.0)	-0.6%	(17.0)	-0.6%	(17.0)	-0.6%	(17.0)	-0.6%	(0.02)	(0.01)
restructuring and reorganization costs	(19.6)	-0.7%	(19.6)	-0.7%	(19.6)	-0.7%	(19.6)	-0.7%	(0.02)	(0.02)
last mile long-term incentive schemes with retention purposes	(10.0)	-0.3%	(10.0)	-0.3%	(10.0)	-0.3%	(10.0)	-0.3%	(0.01)	(0.01)
Ukraine and Russia conflict	(2.3)	-0.1%	(2.3)	-0.1%	(2.3)	-0.1%	(2.3)	-0.1%	-	-
impairment of assets	(11.9)	-0.4%	(11.9)	-0.4%	(11.9)	-0.4%	(11.9)	-0.4%	(0.01)	(0.01)
net penalties or gains arising from the settlement of tax and legal disputes	(8.4)	-0.3%	(8.4)	-0.3%	(8.4)	-0.3%	(8.4)	-0.3%	(0.01)	(0.01)
non-recurring costs related to IT system implementation	(13.3)	-0.5%	(13.3)	-0.5%	(13.3)	-0.5%	(13.3)	-0.5%	(0.01)	(0.01)
capital (gains) losses on the disposal of tangible and intangible assets	7.6	0.3%	7.6	0.3%	7.6	0.3%	7.6	0.3%	0.01	0.01
other net (gain) expenses	(3.6)	-0.1%	(3.6)	-0.1%	(3.6)	-0.1%	(3.6)	-0.1%	-	-
adjustments to financial income (expenses)	-	-	-	-	(0.1)	-	(0.1)	-	-	-
profit (loss) related to re-assessments of previously held joint-ventures	-	-	-	-	0.9	-	0.9	-	-	-
tax adjustments	-	-	-	-	-	-	17.7	0.6%	0.02	0.02
total adjustments	**(78.5)**	**-2.7%**	**(78.5)**	**-2.7%**	**(77.7)**	**-2.7%**	**(59.9)**	**-2.1%**	**(0.05)**	**(0.04)**
alternative performance measure-adjusted	**728.9**	**25.0%**	**618.7**	**21.2%**	**544.2**	**18.6%**	**390.4**	**13.4%**	**0.35**	**0.34**

for the year ended 31 December 2023		basic	diluted
Group net profit-adjusted	€ million	390.4	390.4
outstanding shares	n.	1,127,727,622	1,139,171,963
earnings per share-adjusted	**€**	**0.35**	**0.34**

for the year ended 31 December 2023	Free cash flow
	€ million
alternative performance measure reported	**(180.0)**
impairment of assets	11.9
other changes from operating activities	(78.5)
non-recurring taxes paid	(7.0)
changes in other non-financial assets and liabilities	10.0
net cash flow from non-recurring investments	(183.3)
total adjustments	**(246.9)**
alternative performance measure-adjusted (recurring free cash flow)	**66.9**

for the year ended 31 December 2023	
	€ million
rolling twelve months EBITDA-adjusted PY	728.9
net financial debt at 31 December 2023	1,853.5
net debt/EBITDA-adjusted ratio	**ratio 2.5**

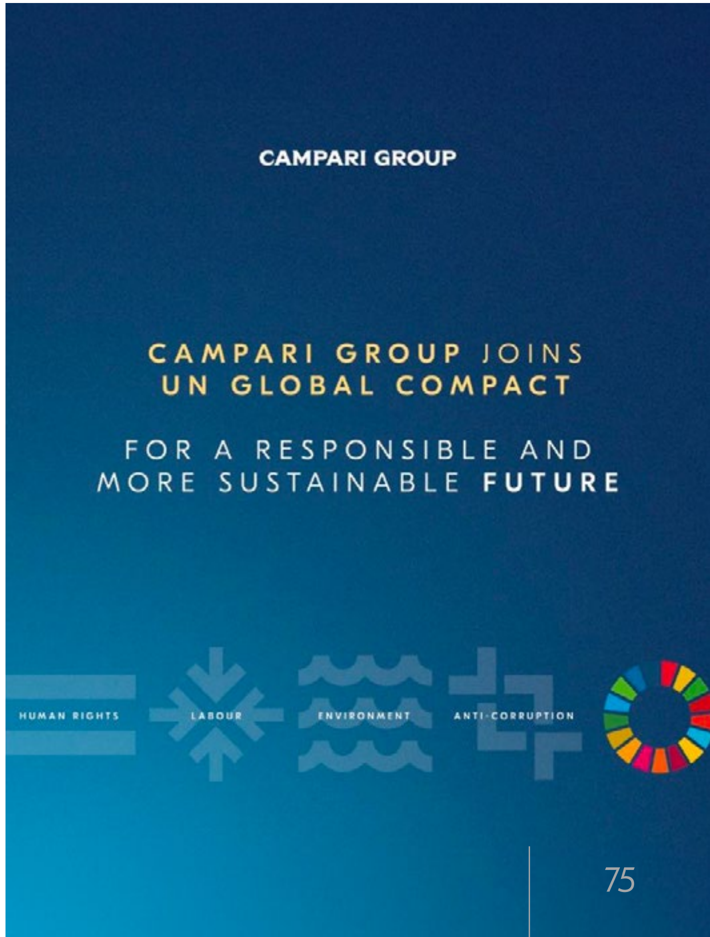
GROUP SUSTAINABILITY PERFORMANCE REVIEW

In a world where environmental, social and governance ('ESG') protection is not merely an option but an imperative, Campari Group is focused on spearheading change through sustainable innovation and responsible practices in the management of its business activities, consistently in line with the system of values that has always guided it and that it considers of fundamental importance for the Group's sustainable growth.

During 2024, the Group was engaged in the analysis of non-financial information required according to the Corporate Sustainability Reporting Directive ('CSRD'). In particular, the Group reviewed and integrated the following activities to ensure compliance for the first integrated annual report at 31 December 2024: i) EU taxonomy disclosure; ii) double materiality analysis; iii) European Sustainability Reporting Standards ('ESRS') with a gap analysis compared to what was disclosed in the 2023 sustainability disclosure (for comprehensive information refer to the 'Sustainability statement' included in the Management Board Report).

By embedding ESG principles into every facet of its operations, the Group is committed to foster a culture of sustainability. Below are highlights of some initiatives realized throughout the year.

The Group joined the UN Global Compact in May 2024: a call to companies to conduct their operations and strategies according to ten universal principles in human rights, labour, environment and anti-corruption. In alignment with the UN Global Compact, Campari Group continues to take action in support of the sustainable development goals and operating responsibly to create a brighter future and a better society.



ENVIRONMENT[1]

During the year, the Group has actively pursued initiatives to enhance environmental sustainability, prioritizing GHG emissions, water and renewable source usage and waste. These efforts have been essential in fostering a culture of responsibility and long-term stewardship, creating a lasting positive impact on the planet and future generations.

	2024		2023	2019 baseline	Target 2025	Target 2030	Target 2050
GHG emissions intensity (kg of CO2/L) from direct operations (Scope 1&2)[(2)]	0.075 (including Courvoisier, -51.2% vs. 2019 and -8.8% vs. 2023)	0.084 (excluding Courvoisier, -45.7% vs. 2019 and +1.4% vs. 2023)	0.082 (-47% vs. 2019 and -2% vs. 2022)	0.154	-55% vs. 2019 (previous target of -20% already achieved)	-70% vs. 2019 (previous target of -30% already achieved)	Net Zero
GHG emissions intensity (kg of CO2/L) from total supply chain (Scope 1, 2&3)[(3)]	0.985 (including Courvoisier, -23.3% vs. 2019 and -6.2% vs. 2023)	1.038 (excluding Courvoisier, -19.1% vs. 2019 and -1.1% vs. 2023)	1.050[(4)] (-19% vs. 2019 and -6% vs. 2022)	1.284	-	-30% vs. 2019	
Water usage intensity (L/L)	6.2 (including Courvoisier, -68.3% vs. 2019 and -32.1% vs 2023)	6.9 (excluding Courvoisier, -64.6% vs. 2019 and -24.1% vs. 2023)	9.1 (-54% vs. 2019 and -8% vs. 2022)	19.6	-60% vs. 2019	-62% vs. 2019	-

(2) The GHG Protocol Corporate Standard classifies a company's GHG emissions into three scopes. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy.
(3) Scope 3 emissions are all indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.
(4) The previous value reported in 2023 disclosure (1.037) was recalculated in 2024.

	2024		2023	Target 2025
	including Courvoisier	excluding Courvoisier		
Electricity from renewable sources (%)	96.1%	96.0%	93%	90%
Waste to landfill (% over total waste)	0.9%	1.1%	1.4%	Zero waste to landfill

	2024	2023
CDP-Climate Change score	B for Climate Change (Management level) A- for Water Security (Leadership level)	A- (higher than the Food&Beverage processing sector average of B-)

1 The environmental data presented in the table pertains to the Group's scope including Courvoisier (first 2024 column) and excluding Courvoisier (second 2024 column). Since the targets refer to the scope before the Courvoisier integration, they exclude Courvoisier. Targets including Courvoisier will be updated accordingly during 2025.

In 2024, the Group results on energy and emission intensity in direct operations reflected changes in volume and product mix. This was driven by a reduction in distilled production, which was less than the decline in bottled production, and the baseload effect of reduced operations in several plants. Despite these challenges, the Group continued to invest in energy efficiency and decarbonization initiatives, including heat pumps, boiler upgrades, and thermal vapour recovery in Rothes distillery in Scotland, to partially offset the negative volume-mix influences. The Group successfully reduced intensity emissions from direct operations by 8.8% compared to the previous year, achieving a total reduction of about 7,518 tons of CO2e in 2024. Likewise, the GHG emissions intensity performance for the total supply chain saw a reduction from the previous year, mainly due to adjusted purchased goods and services in response to declining volumes, packaging optimizations, improved supplier performance (disclosures through supplier engagement), and the carry-over effect of goods purchased but not consumed in the last quarter of 2023. Overall, the intensity emissions of the Group value chain were reduced by 6.2% compared to 2023.
In 2024, the Group continued local interventions and investments in production plants in line with its global water reduction program. The Thermal Vapour Recompression system was completed at the Rothes distillery in Scotland, significantly reducing cooling water consumption and recovering energy. A major impact on water intensity improvements came from water reuse initiatives in Jamaica. The Group continues to ensure the safe return of 100% of wastewater from operations to the environment, with no major incidents reported. Furthermore, the ongoing expansion project for vinasse treatment at the tequila distillery was initiated.

The Group consistently achieved its target of sourcing electricity from renewable sources. The newly acquired Courvoisier cognac business operates on 100% renewable power. As part of the Group decarbonisation program, the production of on-site solar installations increased by 63% compared to 2023 and the photovoltaic system installations was expanded at several production sites. Notably, while the Group's first Power Purchase Agreement (wind power, baseload contract) in Italy was already in place in 2023, it was in 2024 that the Group fully reaped its benefits.

During the year the Group's waste to landfill was 0.9% of the total waste generated (and 1.1% excluding Courvoisier for a like-for-like comparison), equating to 261 tonnes less of waste to landfill compared to 2023. Regarding Courvoisier's operations, the company also maintains a zero-waste-to-landfill policy, further underscoring the Group's commitment to sustainable waste management practices.

In 2024, Campari Group reported its climate-related progress to the Carbon Disclosure Project ('CDP') for the third time in the Climate Change section and for the first time in the Water Security section. The CDP is a non-profit organization that promotes transparency and action on environmental issues. It helps investors and companies make informed decisions and encourages leadership in climate action. CDP scores range from D- to A. In 2024 Campari Group received a 'B' score for Climate Change, making a modest drop from its 2023 score of 'A-', and an 'A-' score for Water Security. These ratings highlight the Group's effective environmental impact management and its strong strategies for assessing water-related risk.

RESPONSIBLE PRACTICES

Over the years, Campari Group has spearheaded a range of initiatives to promote responsible drinking, with a strong focus on education, awareness and harm reduction. These efforts have been instrumental in fostering a culture of moderation and accountability, generating a positive impact on individuals and communities alike. As a leading force in the spirits industry, the Group upholds a commitment to quality and responsibility, demonstrated through strategic communication projects, initiatives and training programs - both independently and in collaboration with industry partners and trade associations.

	2024	2023	Target 2026
Responsible drinking	• Launch of the first corporate responsible drinking campaign • Launch of a pilot project in the EU to display QR codes on physical labels worldwide for nutritional information, ingredients and messages on responsible drinking • Bartender Hero training is further promoted through in-person masterclasses in partnership with the International Bartenders Association (IBA)	• Mandatory internal training on Code on Commercial Communication and responsible alcohol consumption • Digital brands' campaigns on responsible drinking • Partnership with the International Bartenders Association ('IBA') for the development of responsible serving initiatives for bartenders	Educational sessions on responsible consumption of alcoholic beverages for 100% of Camparistas by 2026

Building on years of dedication to this cause, Campari Group actively engages employees and bartenders to raise awareness about conscious and responsible consumption. Reinforcing this commitment, in 2024, the Group took a significant step forward in consumer transparency by making all of its products available on campari-group.info, a dedicated digital labelling platform designed to provide key product information and promoting responsible consumption.

Starting from 10 December 2024, a global communication campaign on responsible drinking 'Take Time to Taste' has been launched, aimed at raising consumer awareness of a responsible approach to alcoholic beverages, prioritizing moderation and responsibility. The campaign has also been published on the Group's official social channels featuring three great classics of Italian aperitivo, Aperol Spritz, Americano and Negroni, elevating time as a key ingredient to fully experience moments of conviviality and togetherness, focusing on the importance of responsible consumption. The communications also include messages for responsible and moderate drinking that encourage combining the consumption of alcoholic beverages with food, staying hydrated, observing drink-driving rules and respecting others and their choices.

OUR PEOPLE

Throughout the year, the Group has undertaken several impactful initiatives, reinforcing its commitment to people-centric sustainability. These actions and results listed below have fostered inclusivity, equity, safety and empowerment, creating meaningful value for our communities and stakeholders.

	2024	2023	target 2027
Female representation at management and senior management levels	38.3%	36.8%	40% by 2027

	2024	2023
Gender Equality and Equal Pay	• New more inclusive Parental Leave Policy released in 2024 • Gender Pay Gap -6.8% (adjusted pay gap 2.0%)	• Gender Fair Pay: new top workplace equity analysis to address pay fairness and equal opportunities • Gender Pay Gap -5.1% (adjusted pay gap 2.0%)
Health and Safety[(1)]	• The rate of recordable work-related accidents was 5.38 • The severity index was 0.20	–

(1) The metrics for the comparative year were not reported when calculated using 2023 measurement standards, as these differ from European Sustainability Reporting Standards.

In 2024, Campari Group reinforced its commitment to diversity, equity, inclusion, health, and safety through several key initiatives. The Group earned Fair Pay Workplace certification, recognizing its dedication to equitable compensation. The certification process revealed an unadjusted median gender pay gap in Total Actual Cash of 18.53%, meaning men earned 81.47 cents for every dollar earned by women. However, after accounting for legitimate factors, the gap narrowed to near parity, with women earning 99.65 cents for every dollar earned by men. To maintain pay equity, the Group will continue monitoring and reporting.

Campari Group also strengthened workplace safety and well-being by implementing targeted measures across all production sites, benefiting both employees and contractors.

In June 2024, the Group approved a Global Parental Leave Policy designed to support Camparistas during one of life's most significant milestones. The policy ensures consistent leave duration (establishing a comprehensive framework for minimum leave periods for both primary and secondary caregivers), eligibility criteria and benefits offered across all countries, creating a more equitable and inclusive workplace and is part of the Group's commitment to enabling caring and career and to creating the best Camparista experience.

In September 2024, the Group was awarded Fair Pay certification by the non-profit organisation Fair Pay Workplace. This milestone underscores the Group's ongoing commitment to ensuring that everyone receives fair compensation for their hard work, earning equal pay for equal work, regardless of gender.

STOCK PERFORMANCE IN THE CAPITAL MARKET

THE GLOBAL ECONOMY

Global macroeconomic conditions in 2024 have reflected a complex mix of ongoing recovery, persistent challenges and evolving dynamics in multiple areas. Global growth has stabilized after the COVID-19 pandemic, impact on inflation and supply chain disruptions. The latest estimates released in October 2024 by the International Monetary Fund ('IMF') expect global growth in 2025 to be stable versus the 3.2% that is forecasted for 2024. The highest contribution is expected to come from Asian emerging markets and the United States, mitigating weakness in the Euro area. The strategies implemented by central banks in the past to increase interest rates to fight inflation trends is bringing the expected results with global headline inflation expected to fall from an annual average of 6.7% in 2023 to 5.8% in 2024 and 4.3% in 2025 according to IMF's latest estimates as of October 2024. Trade relationships are influenced by the ongoing geopolitical tension, in particular between United States and China. Stronger protectionist policies could heighten trade tensions, decrease market efficiency, and cause further disruptions to supply chains.

Regarding the Group's largest market, the United States, GDP is expected to grow by +2.2% in 2025 while the second largest market Italy is forecasted to grow by +0.8% in 2025, below the general Euro area at +1.2%.

Regarding the Group's other key markets in Europe, GDP in Germany is expected to grow by +0.8% in 2025, in France by +1.1% and in the United Kingdom by +1.5%. Australia, the main market for the Group in the Asia-Pacific region, is expected to register growth of +2.1% in 2025. As a key emerging market for the Group, Brazil is expected to grow by +2.2% in 2025, and China by +4.5% in the same period[1].

SPIRITS SECTOR

In the spirits industry, 2024 has seen a further normalisation of consumption compared to previous years, influenced by persistently high inflation and lower consumer confidence. As a result, wholesalers and distributors have engaged in destocking to align with current consumer demand. Additionally, the spring and summer weather conditions, particularly in countries with a strong aperitif culture, negatively affected consumption, especially within the on-premise channel. Ready-to-drink ('RTD') products continue to be a growing trend in regions like the United States, with strong growth partially offsetting the more moderate performance in the bottled category.

1 International Monetary Fund, World Economic Outlook.

FINANCIAL MARKETS

The year 2024 was positive year overall for equity markets, continuing the trend from 2023. At the same time, volatility levels remained high throughout the year due to factors such as geopolitical tensions, prolonged inflation, the continuation of the Russia-Ukraine conflict and the breakout of further conflicts in the Middle East.
During 2024, the FTSE MIB Index increased by +12.6%, led by the financial sector. In Europe, the MSCI Europe Index registered performance of +5.7%, while in the United States, the S&P 500 Index increased by +23.3% overall. Driven by some of the sector-specific challenges impacting consumer staples, the MSCI Europe Consumer Staples Index decreased by -5% during the same period.

Regarding exchange rate fluctuation over the year 2024, many Group currencies depreciated vs. the €, including the Canadian Dollar (-1.5%), the Jamaican Dollar (-1.5%) and the Mexican Peso (-3.2%). The British Pound appreciated (+2.8%) vs. the € as well as the Swiss Franc (+2%). The US$ remained flat compared to 2023.

STOCK PERFORMANCE IN THE CAPITAL MARKET

During 2024, the Campari Group stock price decreased by -41.1% in absolute terms, underperforming the STOXX Europe 600 Food&Beverage Index by -28.2%. It also underperformed the FTSE MIB Index by -53.7% during the same period. This performance was driven by a general de rating of spirits companies due to the sector-specific cyclical impacts as well as company-specific impacts throughout the year.

PERFORMANCE OF THE CAMPARI STOCK AND THE MAIN BENCHMARK INDICES FROM 1 JANUARY 2024 TO 31 DECEMBER 2024

Note: The STOXX Europe 600 Food & Beverage Price Index is a capitalisation-weighted index which includes European companies operating in the food and beverage industry.

DAVIDE CAMPARI-MILANO N.V. STOCK

SHARES[1]

As of 31 December 2024, the total share capital of Davide Campari-Milano N.V. (including Special Voting Shares) was equal to €36,790,503.

The total share capital consisted of 1,231,267,738 ordinary shares with a nominal value of €0.01 each, for a total of €12,312,677; 71,696,938 Special Voting Shares A with a nominal value of €0.1 each, and 594,021,404 Special Voting Shares B with a nominal value of €0.04 each, for a total of €36,790,503. Further information is available on Campari Group's website: Investors | Campari Group.

DIVIDEND

The Board of Directors voted to propose to the Annual General Meeting ('AGM') a dividend of €0.065 per share for the year 2024, gross of withholding taxes, in line with the previous year.
The dividend will be paid on 24 April 2025 (with an ex-date for coupon n. 5 of 22 April 2025 in accordance with the Italian Stock Exchange calendar, and a record date of 23 April 2025). The Board of Directors resolved to convene the AGM on 16 April 2025 to approve, inter alia, the Financial Statements for the year ended 31 December 2024 as well as the Remuneration Report (advisory vote).

INFORMATION ON THE CAMPARI STOCK AND VALUATION INDICATORS

The tables below show the performance of the Campari stock and the main valuation indicators used by Campari in the last five years.

1 Refer to 'Governance' section in the 2024 Annual Report for additional information regarding the composition of the share capital and details on major shareholders.

Year	Minimum price	Maximum price	Average price	Price on 31 December	Change in Campari stock	Change in FTSE MIB	Relative performance of Campari(1)	Average daily trading volume	Average daily trading value	Stock market capitalisation at 31 December	Annualized Total Shareholder Return
	€	€	€	€	%	%	%	Millions of shares	€ million	€ million	%
2024	5.58	10.08	8.42	6.02	-41.09%	+12.63%	-53.72%	10.0	84.0	7,410	-40.7%
2023	9.56	12.93	11.26	10.22	+7.71%	+28.03%	-20.32%	4.5	50.9	11,866	+8.3%
2022	8.65	12.87	10.05	9.48	-26.22%	-13.31%	-12.91%	2.0	20.2	11,017	-25.8%
2021	8.68	13.47	11.10	12.86	+37.63%	+23.00%	+14.63%	1.7	11.1	14,913	+38.4%
2020	5.54	9.85	8.25	9.34	+14.74%	-5.42%	+20.16%	2.6	21.0	10,849	+15.6%

(1) Compared with the FTSE MIB index.

The table below provides information on the main valuation indicators for Campari stock in the last five years.

Year	Basic earnings per share(1)	Diluted earnings per share(1)(2)	Price/ shareholders' equity per share	Gross dividend per share (€)(3)	Payment date	Dividend Paid (€)	Price/net profit per share(1)	Dividend/net profit per share(1)(3)	Dividend/price per share(3)
	€	€	€	€	%	%	%	Millions of shares	€ million
2024	0.17	0.17	1.92	0.065	Apr-25	78.2	35.8	0.388	0.012
2023	0.29	0.29	4.06	0.065	Apr-24	78.1	34.9	0.236	0.006
2022	0.30	0.29	4.12	0.060	Apr-23	67.5	32.1	0.202	0.006
2021	0.25	0.25	6.3	0.060	Apr-22	67.6	50.9	0.239	0.005
2020	0.17	0.16	5.43	0.055	Apr-21	61.6	56.4	0.328	0.006

(1) Based on net profit (not adjusted for non-recurring components) and total number of shares of 1,200,346,949 for 2024.
(2) For the purposes of calculating the diluted earnings (loss) per share, the weighted average of outstanding shares is adjusted in line with the assumption that all potential shares with a diluting effect will be converted. The total # of shares used for 2024 is 1,250,652,701.
(3) Dividend relating to the year. Proposed dividend for the 2024 financial year.

INVESTOR RELATIONS

In compliance with both applicable Italian and Dutch laws, Davide Campari-Milano N.V. (as a Dutch company listed on the Italian Stock Exchange) transmits any regulated information through the transmission system 1Info SDIR, managed by Computershare S.p.A., and files such information through 'Loket AFM' to the AFM (Authority for the Financial Markets), which makes it available on its website's relevant register at www.afm.nl.

SUSTAINABILITY STATEMENT

GENERAL INFORMATION

This section addresses the requirements of the Dutch Civil Code, and of the Dutch Decree on Non-Financial Information ('Besluit bekendmaking niet-financiële informatie'), which is a transposition of Directive 2014/95/EU 'Disclosure of non-financial and diversity information' into Dutch law.

At Campari Group, the concept of Environmental, Social and Governance ('ESG') was adopted to articulate its influence on the surrounding world and on the Group's commitment to eliminating, mitigating, or reducing adverse impacts: it strives to manage risks effectively while seizing opportunities for positive change. This introduction outlines Campari Group's approach to managing ESG priorities and evaluating its performance in these areas. In the following sections, detailed disclosures were provided to delve into Campari Group's materiality assessment process, which enables the identification of the most significant ESG issues to Campari Group stakeholders. These material topics were aligned with the Group's growth strategies and will be incorporated into its sustainability roadmap. The Sustainability information sections provide a detailed overview of the Group's impacts, strategic approach and progress made, as well as the related performance metrics and targets for each key area. Please note that, if not otherwise stated, no metric provided in this Sustainability Statement is validated by an external body other than the assurance provider.

In 2023, the Group began preparing to comply with the Corporate Sustainability Reporting Directive ('CSRD'), actively involving a wide range of stakeholders throughout the process. This new regulation introduced by the European Union mandates companies to disclose sustainability-related information starting from the reporting year 2024. The law aims to enable investors and stakeholders to evaluate investment risks associated with climate change and other sustainability-related factors. Additionally, it seeks to enhance transparency regarding a company's impact on people and the environment, as well as the influence of external environmental and societal factors on the Group itself.

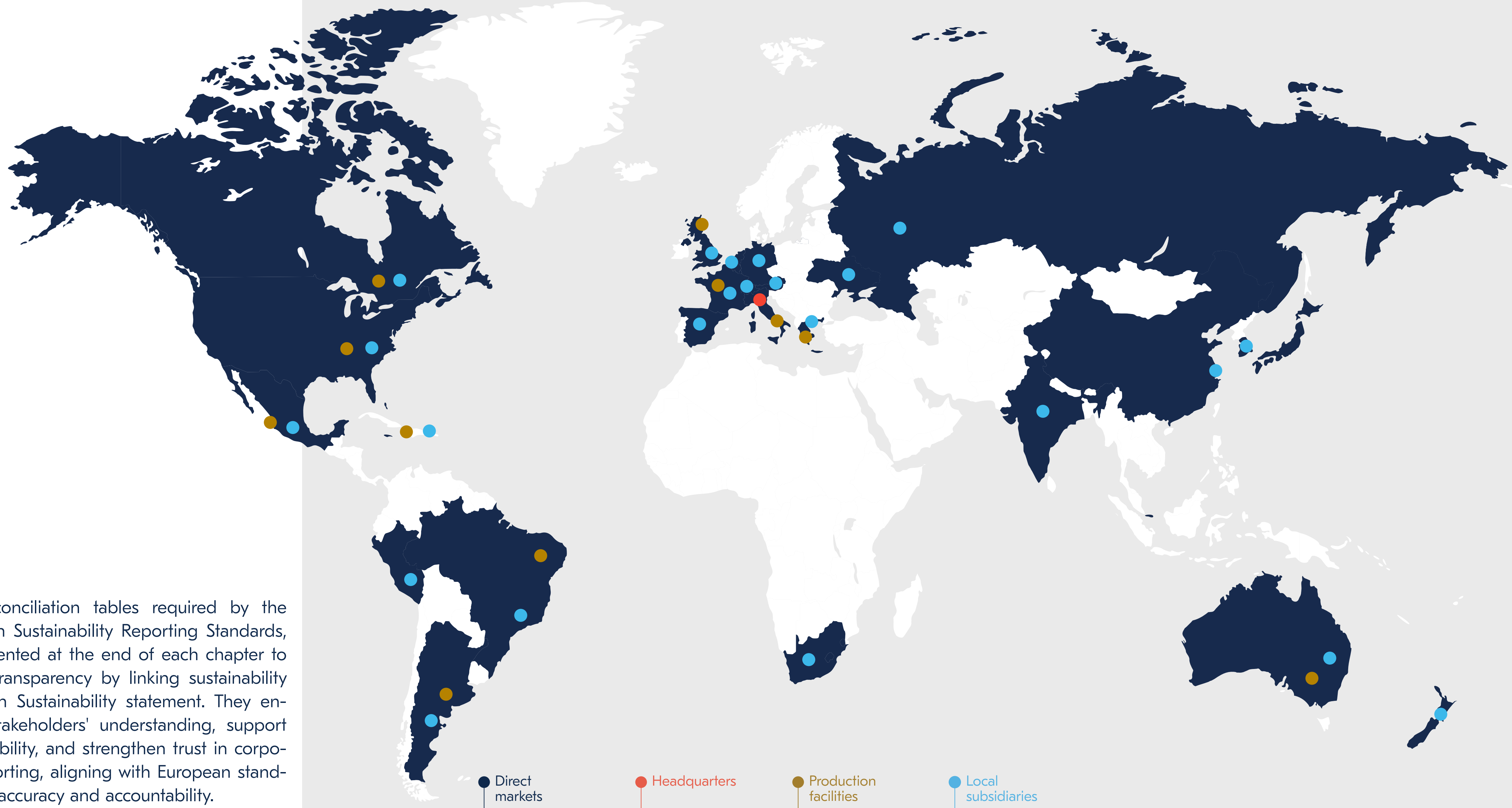
The reported disclosures were based on the new European Sustainability Reporting Standards ('ESRS') as adopted by the European Commission and compliant with the double materiality assessment process carried out to identify the information reported pursuant to the ESRS, as well as with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 ('Taxonomy Regulation').

Since 2004, Campari Group, headquartered in Sesto San Giovanni (Milan), has been developing a proprietary direct distribution network, which has grown from 5 to 26 markets worldwide in 16 years. The Group brought the bottling activities in the core markets and, since 2004, has been increasing the number of production sites around the world from 8 to 25 at 31 December 2024: Italy (4), Greece, Scotland, Jamaica (3), France (7), Australia, Mexico (3), United States (2), Canada, Argentina, and Brazil. For general information on Campari Group and highlights on financial performances please refer to the 'Campari Group at a glance' and 'Performance review' chapters of the Management Board Report.

On 31 December 2024, the total workforce consisted of 5,560 people, of whom 5,254 were Campari Group employees (Camparistas: of whom 5,122 had a permanent contract), 129 interns[1], 54 casual workers[2] and 123 agency workers[3]. Camparistas by region, gender and professional category (for further information about headcount of employees by geographical areas refer to 'ESRS S1 - Metrics and Targets related to Own workforce').

No entity-specific information was identified to be reported.

1 Intern: student or recent graduate undergoing a supervised work experience for a limited period of time with a specific, non-regular, employment contract with Campari Group.
2 Casual worker: worker working for Campari Group on an ongoing contract with no end date and with no guaranteed working hours (as usually irregular), having a specific, non-regular, employment contract with Campari Group.
3 Agency worker: worker supplied to Campari Group by an employment (staffing/workforce resourcing) agency, with which they have an employment contract.



The Reconciliation tables required by the European Sustainability Reporting Standards, are presented at the end of each chapter to ensure transparency by linking sustainability data with Sustainability statement. They enhance stakeholders' understanding, support comparability, and strengthen trust in corporate reporting, aligning with European standards for accuracy and accountability.

BASIS FOR PREPARATION

On 4 March 2025 the Board of Directors of the Parent Company approved the Sustainability statement of Campari Group for the year ended 31 December 2024 and authorized them for issue.
The preparation of the Sustainability statement requires management to exercise judgement, make estimates, and apply assumptions that influence the reported amounts and disclosures. These estimates and assumptions are informed by experience and other factors deemed reasonable under the prevailing circumstances. They are subject to continuous review and reassessment. Key Performance Indicators ('KPIs') involve a heightened level of judgement and complexity. Consequently, changes in the underlying assumptions and estimates could lead to outcomes differing from those reflected in the Sustainability statement included in this Annual Report. The indicators subject to significant judgement in this estimation are those referring to Scope 3 emissions, with particular reference to the categories 'Capital goods', 'Employee commuting', 'Upstream leased assets' and 'Investments', the data of water discharged, waste and materials in resources inflows of Casa Lumbre and the data of materials in resource inflows of Courvoisier. For more information on estimates refer to the following chapters: 'Climate change commitments, Actions and Metrics' in the 'ESRS E1 Climate Change' section, 'Metrics and Targets related to water and marine resources' in the 'ESRS E3 Water and marine resources' section, 'Metrics and Targets related to resource use and circular economy' in the 'ESRS E5 Resource use and circular economy'.

The Sustainability statement of Campari Group was prepared on a consolidated basis, with the scope of consolidation matching that of the Consolidated Financial Statements at 31 December 2024 (please refer to the note 2v.-'Principles of control and consolidation' of the Campari Group Consolidated Financial statements). With regard to investments, such as joint-ventures where Campari Group did not have direct operational control, full consolidation was not considered in the Sustainability statement. Regarding the acquisitions made during the year, they have been reflected in these statements; however, they did not contribute to the previously defined ESG strategic objectives for 2024. This is due to the common delay between the closing of a business transaction and its full integration into sustainability goals. As for the Courvoisier business, it will be incorporated into the revised strategic sustainability objectives planned for 2025.

The material impacts, risks and opportunities connected to the Sustainability statement pertains to the Group's entire value chain, which has been assessed as part of its double materiality assessment.

In alignment with the CSRD requirements, the materiality assessment was revised in 2024 based on the newly introduced principle of Double Materiality, reflecting the implementation of the CSRD within the European context.

The reporting period applicable to these Sustainability statement aligns with the reporting period of the Consolidated Financial Statements. Furthermore, the Sustainability statement encompasses the following time intervals:

- short-term time horizon: defined as one year from 31 December 2024;
- medium-term horizon: spanning from the conclusion of the short-term reporting period up to five years;
- long-term horizon: extending beyond five years.

The data relating to previous years is reported for comparative purposes on a voluntary basis, to allow performance to be assessed on a multi-annual basis. In the event that the indicator measured in comparative periods proves not to be fully aligned with the new CSRD requirements, these are not included.

Data collection and monitoring were managed through the Group's sustainability platforms (i.e., Enablon, SuccessFactors for data related to Campari Group's own workforce and Dynamics Quality for complaints information) and included all information related

to headcounts ('Social Information' chapter) and the main environmental Key Performance Indicators ('KPIs') ('Environmental Information' chapter). With the exception of Scope 3 emissions, all environmental data refer to the Group's own plants, while offices are not included in the calculation.

Some disclosures are incorporated by reference, such as those concerning the description of business activities and markets served, and ESG considerations in remuneration. Wherever information is incorporated by reference, this is explicitly indicated.

For 2024, general tagging of the Sustainability statement under CSRD is not applied, as the European Single Electronic Format (ESEF) has not been formally adopted.

THE SUSTAINABILITY GOVERNANCE MODEL

SUSTAINABILITY CORE COMMITMENTS

In 2020 Campari Group formalised and disclosed its sustainability commitments into a roadmap, providing a strategic framework to guide investments and performance in alignment with the Group's values. In 2024, the Group continued implementing the initiatives to achieve global targets while integrating regulatory requirements arising from the CSRD, including revising its materiality analysis based on the double materiality principle under the European Sustainability Reporting Standards. Material topics are detailed in the 'Presentation of the results of the double materiality assessment process' section and will inform the Group's evolving strategy. For the broader Campari business strategy, please refer to the 'Strongly positioned for future growth: our ambition roadmap' paragraph of the Management Board Report.

As its business grows, Campari Group constantly encounters new opportunities to generate positive economic, social and environmental impacts. Campari Group's approach to sustainability identifies the following four areas through which the Group's commitment to creating value in each business area is structured:

A) OUR PEOPLE
For its people, the Group prioritises health, safety, and diversity, equity, and inclusion (DEI), fostering a collaborative and inclusive culture through a dedicated DEI strategy.

B) RESPONSIBLE PRACTICES
The Group responsible drinking strategy is aimed at educating and sensitising employees, bartenders, and consumers on mindful alcohol consumption.

C) THE ENVIRONMENT
The Group environmental goals target energy, emissions, water, and waste reduction by 2025 and 2030, with a net zero ambition by 2050.

D) COMMUNITY INVOLVEMENT
In the broader context of sustainability, it is essential to implement the initiatives outlined above with a comprehensive approach that prioritises the needs and well-being of local communities. This means not only considering material ESG impacts, but also ensuring that these actions are aligned with the cultural, social, and economic realities of the communities involved.

Sustainability targets are set, tracked, and reported annually in the Sustainability statement, ensuring transparency and accountability. The targets have been voluntarily adopted in 2020, revised in 2023 and established by the functions responsible for their management and the implementation of related actions. As explained in detail in the sustainability-specific topics related to the material ESG components in the following section of this Sustainability statement, targets are set in alignment with industry trends and reporting standards through a rigorous process involving benchmark analyses, business insights, and stakeholder comparisons. This ensures targets are ambitious yet achievable, supporting strategic planning and continuous improvement. With a 5- to 10-year horizon, Campari Group can effectively plan, implement, and refine sustainable practices.
The Campari Group's sustainability core commitments are disclosed below.

OUR PEOPLE

Ensuring health and safety, diversity, equity and inclusion, enhances employee satisfaction and innovation. Strategic alignment: a motivated and diverse workforce drives better business performance and supports the Group's goal of being an employer of choice.

Diversity, Equity and Inclusion, learning and development, health and safety

- Diversity, Equity and Inclusion ('DEI'): consistent and intentional strategy on Diversity, Equity and Inclusion that will sustain and enable continuous workplace improvement and business results. Specific targets on female representation are: at least 33.33% female Executive Directors by the Board of Directors' renewal in 2028; at least 40% female Non-Executive Directors by the Board of Directors' renewal in 2025; at least 40% female members of Management by the end of 2027.
- Development Culture: establishing integrated processes across the organisation to support the development of Camparistas at individual and company level.
- Sustainable improvement in the health and safety management system through the realisation of initiatives in specific fundamental areas.

RESPONSIBLE PRACTICES

Promoting responsible sourcing, communication and granting access to qualified information, enhances brand trust and loyalty. Strategic alignment: by implementing the Global Strategy on Responsible Drinking and responsible communication initiatives, Campari Group reinforces its reputation for high quality and responsible consumption. This directly supports its strategic objective of maintaining strong brand equity and consumer trust.

Education and involvement with regard to responsible drinking

- Continuous training for the global marketing community on the principles of responsible marketing, with yearly targets.
- Ensure Responsible Drinking Messages ('RDMs') are included in 100% of marketing and communications for alcoholic products.
- Educational sessions on responsible consumption of alcoholic beverages for 100% Camparistas by 2026.
- Continue to ensure that the products' information is available to consumers for all the Group's products on camparigroup.info.
- Launch the first corporate responsible drinking campaign by end of 2024.

ENVIRONMENT

Energy efficiency, decarbonisation, waste and water management reduce operational costs and carbon footprint. Strategic alignment: setting environmental targets and focusing on sustainability practices ensures long-term operational efficiency and risk management. This aligns with the Group's strategic goal of sustainable growth and resilience against climate-related risks.

Energy and GHG emissions

- Achieve net-zero emissions by 2050 or, hopefully, sooner.
- Reduce greenhouse gas ('GHG') emissions intensity (kg CO2/L) from direct operations by 55% by 2025, by 70% by 2030 and by 30% from the total Supply Chain by 2030, with 2019 as a baseline.
- 90% renewable electricity in all Group's production sites by 2025.

Water

- Reduce water usage intensity (L/L) by 60% by 2025 and by 62% by 2030, with 2019 as a baseline.
- Continue to ensure the safe return of wastewater from direct operations to the environment.

Waste

- Zero waste to landfill from direct operations by 2025.

COMMUNITY INVOLVEMENT

Balancing global sustainability goals with local priorities fosters more inclusive and equitable outcomes, helping to build lasting partnerships, create positive, long-term change, foster goodwill and enhance brand reputation. Strategic alignment: initiatives such as sharing health and safety best practices, providing educational support, engaging in community service and promoting art and culture strengthen Campari Group's social licence to operate. These efforts align with the Group's goal to create positive social impact, build strong community ties and ensure long-term brand loyalty and market presence. By embedding sustainability into its core strategy, Campari Group addresses key environmental and social challenges while unlocking opportunities for growth and resilience.

Exporting best practices across key markets

- Strong commitment to work, education and culture will continue to be key for Campari Group.
- Best local practices, will be exported to other geographies around the world.
- Continuous involvement in the art world through sponsoring major events, collaborating with renowned artists and further developing iconic brand houses and the Campari Gallery.
- Strong support to business partners through activations and events, being committed to playing a major role in the comeback of the on-premise channel.
- Strong support to foundations around the world, to promote assistance, training, education and charity in favour of Camparistas and local communities.

These initiatives are in line with Campari Group's goal of fully integrating its sustainability strategy into its business activity, aimed at contributing to the attainment of the United Nations Sustainable Development Goals ('SDGs') established under the UN 2030 Sustainable Development Agenda and insights gathered through stakeholder engagement. Campari Group contributes to the attainment of 11 of the 17 Sustainable Development Goals ('SDGs'), which promotes the active participation of all stakeholders (i.e., private sector, public sector, institutions and local communities). In particular, the objectives shown in the table below were linked to the sustainability topics that constituted the starting point for conducting the Group 2024 Double Materiality Assessment ('DMA').

SDGs	Campari Group topics	Campari Group commitments
1 NO POVERTY	• Remuneration policies. • Relationships and initiatives for the community. • Activities supporting foundations.	Exporting best practices across key markets: • Strong commitment to work, education and culture will continue to be key for Campari Group. • Best local practices will be exported to other geographies around the world. • Supporting foundations in the world, to promote assistance, training, education and charity in favour of Camparistas and local communities.
4 QUALITY EDUCATION	• Employee training and development. • Relationships and initiatives for the community. • Activities supporting foundations.	Learning and development, health&safety: • Development culture: establishing integrated process across the organisation to support the development of Camparistas at individual and company level. • Sustainable improvement in the health and safety management system through the realisation of initiatives within specific fundamental areas.
8 DECENT WORK AND ECONOMIC GROWTH	• Value generated and distributed to stakeholders. • Economic sustainability. • Job creation. • Diversity, equal opportunities and inclusion. • Training and employee development. • Human rights. • Recruitment, turnover and pension policies. • Talent attraction. • Remuneration policies. • Industrial relations. • Work-life balance. • Employee satisfaction. • Health and safety.	Education and involvement on responsible drinking: • Ad hoc and continuous training for the global marketing community going into digital communication in great depth. • Educational sessions on responsible drinking for 100% of Camparistas. • Responsible serving project for bartenders to be leveraged at global level.
3 GOOD HEALTH AND WELL-BEING	• Health and safety. • Emissions. • Waste. • Water.	Energy and GHG emissions • Achieve net-zero emissions by 2050 or, hopefully, sooner. • Reduce greenhouse gas (GHG) emissions from direct operations (Scope 1 and 2) by 55% by 2025, by 70% by 2030 and by 30% for the total Value Chain by 2030. • 100% renewable electricity for European production sites by 2025.

SDGs	Campari Group topics	Campari Group commitments
6 CLEAN WATER AND SANITATION	• Water.	Water • Reduce water usage (L/L) by 60% by 2025 and by 62% by 2030. • Return 100% of wastewater from Campari Group operations to the environment safely. Waste • Zero waste to landfill within 2025.
7 AFFORDABLE AND CLEAN ENERGY	• Energy. • Renewable energy.	
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	• Emissions. • Energy. • Water. • Waste. • Materials. • Supply chain transparency and traceability. • Product quality. • Food safety.	
13 CLIMATE ACTION	• Emissions. • Energy. • Suppliers-Qualification and evaluation with respect to environmental criteria.	
5 GENDER EQUALITY	• Diversity, equal opportunities and inclusion. • Remuneration policies. • Human rights.	Diversity, Equity and Inclusion • Consistent and intentional strategy on Diversity, Equity and Inclusion that will sustain and enable continuous workplace improvement and business results.
10 REDUCED INEQUALITIES	• Diversity, equal opportunities and inclusion. • Remuneration policies. • Human rights. • Indirect economic impact on communities. • Initiatives for the community. • Activities of the Foundations.	
17 PARTNERSHIPS FOR THE GOALS	• Business relations with responsible and transparent partners. • Relations with Institutions. • Projects and initiatives on sustainability.	Exporting best practices across key markets • Continuous involvement in the world of art, through sponsoring major events, collaboration with renowned artists and further developing iconic brand houses and the Campari Gallery. • Strong support to business partners through activations and events, being committed to playing a major role in the comeback of the on-premise channel.

As sustainable finance grows, investors increasingly offer sustainability-linked loans with lower capital costs for companies that meet defined sustainability targets. This improved access to capital reduces costs. In 2023 the Group has adopted sustainable finance instruments, aligning funding with ESG commitments, and launched an €800.0 million sustainability-linked facility, comprising a €400.0 million term facility and a €400.0 million revolving facility, backed by nine banks. The facility's interest rate varies based on ESG targets related to emissions reduction, water conservation, and gender equality, with annual adjustments based on performance. For the year ended 31 December 2024 the saving in financial costs was €154.4 thousand (refer to '3-x. Financial income and expenses' in the Campari Group Consolidated Financial statements). The strategy is in line with the Group's goal to increase transparency and improve sustainability disclosures, ensuring comparability.

DUE DILIGENCE PROCESS

The following table provides a mapping of how Campari Group applies the core elements of due diligence in relation to people and the environment and where they are presented in this Sustainability Statement.

Core elements of Due Diligence	Paragraph in the Sustainability Statement
Embedding sustainability due diligence in governance, strategy, and business model	• The role of the management and supervisory bodies; • Risk management and internal controls over sustainability reporting; • Technical competences over ESG matters; • Committees; • Presentation of the results of the Double Materiality Assessment process.
Engaging with affected stakeholders in all key steps of the sustainability due diligence	• The role of the management and supervisory bodies; • Presentation of the results of the Double Materiality Assessment process; • Engagement with stakeholders; • Risk management and internal controls over sustainability reporting.
Identifying and assessing adverse impacts	• Risk management and internal controls over sustainability reporting; • Presentation of the results of the Double Materiality Assessment process.
Taking actions to address those adverse impacts	Reference to Topical ESRS, which reflect the set of actions, including transition plans, through which impacts are addressed, in particular: E1: Transition Plan for Climate change; Climate change commitments, Actions and Metrics; E3: Policies, Actions and Impact, Risk and Opportunity related to Water and marine resources; E4: Strategy, Policies and Actions related to Biodiversity and ecosystem; E5: Policies and Actions related to Resource use and circular economy; S1: Policies and Actions related to Own workforce; S2: Strategy, Policies and Actions related to Workers in the value chain; S4: Strategy, Policies and Actions related to Consumers and end-users.
Tracking effectiveness of these efforts and communicating	Reference to Topical ESRS, which reflect the set of the metrics and targets, in particular: E1: Climate change commitments, Actions and Metrics; E3: Metrics and Targets related to water, marine resources and water consumption disclosures; E4: Metrics and Targets related to Biodiversity and ecosystem; E5: Metrics and Targets related to Resource use and circular economy; S1: Metrics and Targets related to Own workforce; S2: Impacts, risks and opportunities related to Workers in the value chain; S4: Metrics and Targets related to Consumers and end-users.

THE ROLE OF THE MANAGEMENT AND SUPERVISORY BODIES

The Campari Group corporate governance framework complies with the Dutch Civil Code, the Dutch Corporate Governance Code and all applicable laws and regulations. It is also closely aligned with the Group's strategy. The company operates under its Articles of Association and adheres to internal procedures. The roles of the management and supervisory bodies in overseeing sustainability impacts, risks, and opportunities are represented below. Details regarding the management and supervisory bodies expertise and competencies in sustainability-related matters are provided in 'ii. Board of Directors' paragraph in the 'Governance' section of the Management Board Report while information about business conduct matters is reported in 'Governance and Policies related to Business conduct' in the 'ESRS G1 Business conduct' section.

CORPORATE BODIES

BOARD OF DIRECTORS

The Company has adopted a one-tier governance structure. It has a board of directors ('Board of Directors') consisting of 11 directors, comprising both executive directors, having responsibility for the day-to-day management of the Company ('Executive Directors'), and non-executive directors ('Non-Executive Directors'), not having such day-to-day responsibility but in charge of supervising the Executive Directors.

The Board of Directors is entrusted with the management of the Company. Each Director

has a duty to the Company to properly perform the tasks assigned to them and to act in the Company's corporate interest.
In accordance with the DCGC, the Board of Directors focuses on sustainable long-term value creation for the Company and its affiliated enterprise, taking into account the stakeholders' interests relevant to this context.
The Board of Directors was appointed by the General Meeting held on 12 April 2022. The Directors will remain in office for a three-year period expiring at the closure of the Annual General Meeting to be held in 2025. On 4 December 2024 the Board of Directors announced that Simon Hunt had been selected as the nominee for Chief Executive Officer of Campari Group. The selection was the result of a thorough assessment of both internal and external candidates by the Remuneration and Appointment Committee, the Leadership Transition Committee and the Board of Directors. In accordance with Dutch law, the Board of Directors called an ad hoc General Meeting on 15 January 2025 to appoint Simon Hunt as Executive Director of Davide Campari-Milano N.V..

The table below shows the members of the Board of Directors at 31 December 2024.

Name	Principal position	Nationality	Gender	Age range
Luca Garavoglia	Chairman	Swiss	M	> 50
Jean-Marie Laborde	Independent Director(1) Vice-Chairman of the Board	French	M	> 50
Paolo Marchesini	Executive Director, Chief Financial Officer and Operating Officer and interim co-Chief Executive Officer	Italian	M	> 50
Fabio Di Fede	Executive Director, Chief Legal and M&A Officer and interim co-Chief Executive Officer	French	M	> 50
Eugenio Barcellona	Independent Director(1)(2)	Italian	M	> 50
Emmanuel Babeau	Independent Director(2)	French	M	> 50
Alessandra Garavoglia	Independent Director	Maltese	F	> 50
Robert Kunze-Concewitz	Independent Director	Austrian	M	> 50
Margareth Henriquez	Independent Director	Venezuelan	F	> 50
Christophe Navarre	Independent Director(2)	Belgian	M	> 50
Lisa Vascellari Dal Fiol	Independent Director(1)	Italian	F	30-50

(1) Member of the Control, Risks and Sustainability Committee.
(2) Member of the Remuneration and Appointments Committee.

The Board of Directors, through the Executive Directors and relevant corporate functions, is responsible for ensuring that the organisation exercises due diligence to identify and manage its impacts on the economy, environment, and people as well as the development and approval of the organisation's mission in line with its strategies, policies, and objectives concerned with sustainable development. The Board discusses the results of such processes and evaluates their adequacy in dedicated meetings at least annually, when approving the Annual Report including the Sustainability statement, together with the relevant corporate functions.

In this respect, Non-Executive Directors help influence long-term value by:

- Overseeing the progress of the Global Sustainability Strategy and, as part of the Board of Directors, approving the Sustainability statement contained in the Management Report of the Annual Report.
- Serving as members of the Control, Risks, and Sustainability Committee, periodically examining ESG matters, such as sustainability, diversity, and climate-related matters, as well as ensuring that appropriate actions are taken and reflected in the Sustainability disclosure.

For further information on the composition (i.e., tenure, other positions and commitments, competencies relevant to the impacts of the organisation, etc.), nomination and selection, conflicts of interest and the Board of Directors' performance evaluation, refer to the 'Corporate Governance' section of the Campari Group Consolidated Financial statements at 31 December 2024. At 31 December 2024, 8 out of 11 Board of Directors are independent (72.7%) and 3 are women (27.3%). Employee representation is ensured by the Head of Human Resources who is member of the Sustainability Committee and Global Leadership teams.

COMMITTEES
Campari Group's Board of Directors has established internal committees: the Control and Risks and Sustainability Committee ('CRSC'), acting as an audit committee according to Dutch law and to the Dutch Corporate Governance Code ('DCGC'), the Remuneration and Appointment Committee and the Sustainability Committee. The Board of Directors shall determine the composition of these committees.

The current members of the Control and Risks and Sustainability Committee are Jean-Marie Laborde (Chairman), Eugenio Barcellona, and Lisa Vascellari Dal Fiol. In addition to its responsibilities for risk management and compliance oversight, the committee assumes responsibility for sustainability matters, ensuring that Campari Group operates in accordance with environmental, social, and governance standards and effectively manages its stakeholder relationships.

The Remuneration and Appointment Committee is responsible for formulating and submitting clear and comprehensible proposals to the Board of Directors regarding remuneration. Its duties include proposing the remuneration framework for individual Executive Directors, monitoring the adequacy and implementation of the company's remuneration policy, and preparing the remuneration report. These activities are conducted in alignment with the requirements of the DCGC and applicable legal provisions. The Remuneration and Appointment Committee is currently led by Eugenio Barcellona, with further membership from Emmanuel Babeau and Christophe Navarre.

The Sustainability Committee is established by the Board of Directors under the supervision of the Control, Risks and Sustainability Committee with new terms of reference detailing the functioning of the Sustainability Committee approved by the Board of Directors on 29 October 2024. The Committee consists of seven members, representing all the Campari Group's corporate functions contributing to the sustainability strategy, aiming at providing a comprehensive view of the Group's sustainability scenario, supporting the management, overseeing sustainability in a focused and coordinated way across the company and making sure that the ESG factors can permeate the whole organisational structure and its processes. Specifically, the members of the Committee are: the Group Head of Public Affairs, Communications and Sustainability (Committee Chairperson), the Group Head of FP&A, Consolidated IFRS and CSRD Reporting, Investor Relations, Corporate Finance&Brand Valuations, OnePlan, the Group Head of Human Resources, the Head of Global Quality, R&D and Environmental Sustainability, the Group Head of Brands and Strategy, the Group Internal Audit Senior Director, and the Corporate Sustainability Manager (acting as Committee Secretary). Individual members of these functions, comprising key department managers, participate in various matters depending on their expertise. This group of functions reports to the respective line managers and provides updates to Global Public Affairs, Communications & Sustainability and Group FP&A, Consolidated IFRS and CSRD Reporting, Investor Relation & Corporate Finance, who jointly oversee the overall reporting, strategy, cohesion as well as compliance over law and legislation on ESG matters. The Global Head of Public Affairs, Communications and Sustainability reports to the Chairman and Group FP&A, Consolidated IFRS and CSRD Reporting, Investor Relation & Corporate Finance reports to the CFOO, who in turn reports to the CEO. The Sustainability Committee is responsible for stakeholder engagement, setting sustainability targets, monitoring progress, and delivering results. It reports directly or indirectly to the members of the Board of Directors, at least once a year in respect of approval of Sustainability matters, and on a regular basis to the CRSC. It prepares and shares a report with the CRSC after each meeting to inform the committee about the subject of the meetings, the progress of the strategy and the decisions taken. The CRSC oversees the Sustainability Committee's activities and sustainability impacts, risks and opportunities related to the Group's operations, value chain and interactions with stakeholders, monitoring the progress of the Global Sustainability Strategy, reporting to the Board of Directors on a quarterly basis.

The above committees have complementary roles, and they provide guidance and oversee the management's impact on economic, environmental and social issues. While the committees provide guidance and have supervisory roles, the Board of Directors is ultimately accountable for the opinions and recommendations formulated by these bodies.

Each committee operates strictly within the scope of authority explicitly conferred by the Board of Directors and cannot exercise powers that exceed those available to the Board of Directors as a whole. For further information on the composition, appointment and selection of the committees, please refer to the 'Corporate Governance' section of the Campari Group Annual Report.

SUPERVISORY BODY

In addition to the Non-Executive Directors responsible for supervising the activities of the Executive Directors, Campari Group has established a supervisory body ('Organismo di Vigilanza') in accordance with its 'Organisation, Management, and Control Model' (the 'Model'), pursuant to Italian Legislative Decree 231 of 8 June 2001, with a focus on offences against the public administration, corporate and financial offences and breaches of health and safety regulations at work. The Supervisory Body is currently composed of the independent professionals Enrico Colombo (Chairman), Fabio Facchini, and Lisa Vascellari Dal Fiol.

INTERNAL AUDIT

As Chief Financial and Operating Officer ('CFOO'), Paolo Marchesini is responsible for overseeing the functionality of the internal control and risk management system.

The Board of Directors appointed the Head of Internal Audit following a proposal from the Chief Financial and Operating Officer and along with the opinion of the Control, Risks and Sustainability Committee. The Head of Internal Audit does not have any operating responsibilities and does not report to any managers working in operational areas, including administration and finance. Instead, he reports to the Chairman directly.

The Internal Audit is an independent function in charge of assuring that the company's internal control, risk management and governance processes operate effectively. It periodically reports findings, conclusions and recommendations to the Board of Directors and the Control, Risks and Sustainability Committee.

Internal auditors operate in conformity with applicable laws and regulations and the activities of the department are conducted in accordance with the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing (IIA Standards) as well as the organisation's Code of Ethics.

In addition, the Internal Audit function has adopted data analytics, continuous monitoring, and process mining methodologies to improve operational efficiency for compliance and audit purposes. Specifically in relation to ESG topics, a comprehensive self-risk assessment at each legal entity level is conducted on bi-annual basis, while a self-risk assessment review at group functions level is managed annually.

For more information about the risk assessment approach followed, refer to the 'Risk management and internal control system' chapter.

In line with best practice provision 2.6.1 of the DCGC and applicable law, Campari Group has set the 'Campari Safe Line', a whistleblowing system, available to employees, customers and suppliers, i.e., the Campari Group's stakeholders, to report any breaches of the Code of Ethics or irregularities in the application of internal procedures. This policy was inspired by the 2019 Whistleblowing Directive, officially known as EU Directive (EU) 2019/1937. There was no concrete evidence identified of functions or roles particularly exposed to corruption or bribery risks. However, the Corruption Perception Index ('CPI') was considered a useful indicator for identifying higher-risk geographies. Campari Group's stakeholders may report any breaches, even if only suspected, using the following means:

- ordinary mail addressed to the company, to the attention of the Supervisory Body or the Head of the Internal Audit function;
- e-mail to: organismo231@camparigroup.com; or
- through the 'Campari Safe Line' service, described below.

Reports to the 'Campari Safe Line' may be submitted, in various languages, by telephone, e-mail, post, fax or online. The procedure for reporting actual or suspected irregularities within Campari Group is published on the Group's Corporate website (https://www.camparigroup.com) and is

available to all Camparistas through the internal portal. The channels are also reported in the Group's Suppliers Code. Each report must be fully documented and addressed to the Chairman of the Board of Directors and the Head of the Internal Audit function in strict confidence. This dedicated information channel is, in fact, confidential and maintains the anonymity of the individuals making the report. Whistleblowers are guaranteed maximum protection, ensuring in advance that they are safeguarded against any act of retaliation or discrimination, direct or indirect, due to whistleblowing. For more information on the internal policy for training over business conduct refer to 'ESRS G1 Governance information' in the Sustainability Statement.

For complementary information regarding risk management and internal controls over sustainability reporting refer to the dedicated paragraph 'Risk management and internal controls over sustainability reporting'.

STATUTORY AUDIT OF THE ACCOUNTS

The Company has an external auditor ('practitioner'), i.e., EY Accountants B.V., in charge of examining the Financial statements approved by the Board of Directors and of consequently expressing a conclusion in a form that conveys whether, based on the procedures performed and evidence obtained, matters have come to the practitioner's attention to cause the practitioner to believe the subject matter information is materially misstated.

In addition EY Accountants B.V. verified, through a limited assurance engagement in accordance with Dutch law, including Dutch Standard 3810N, 'Assurance-opdrachten inzake duurzaamheidsverslaggeving' (Assurance engagements relating to sustainability reporting), which is a specified Dutch standard that is based on the International Standard on Assurance Engagements (ISAE) 3000 (Revised), 'Assurance engagements other than audits or reviews of historical financial information', the Sustainability statement included in the Management Board Report is in compliance with the ESRS Standards.

TECHNICAL COMPETENCES OVER ESG MATTERS

The Board of Directors and Control, Risks and Sustainability Committee are committed to continuously enhancing their skills and expertise to effectively oversee sustainability matters. This includes developing specific knowledge and experience in areas related to environmental, social, and governance (ESG) issues, tailored to each member's respective field of expertise. During 2024 one independent member of the Board of Directors who is part also of the Control, Risks and Sustainability Committee, was designated to cover more specific topics on sustainability and he/she has embarked on a comprehensive training program focused on sustainability, having developed significant expertise in Sustainability and ESG through various courses focused on Sustainability Strategy and Governance, ESG strategy at the board level, gender equality in capital markets, and greenwashing. Additionally, another Independent Director and member of the Control, Risk and Sustainability Committee contributed to corporate and financial law literature, focusing on governance issues, the relationship between corporate purpose and ESG principles, and relevant legal frameworks. To further advance the collective knowledge, skills, and experience in sustainable development, the Chairman, CEO, CFOO, Chief Legal and M&A Officer, and the Head of Supply Chain have participated in induction sessions on sustainability and will take part in specific initiatives related to ESG matters. The induction covered several important topics: the evolution of sustainability legislation at the European level, highlighting how laws have developed over time with a stronger focus on ESG criteria; the main elements of the CSRD, outlining its requirements for companies to disclose detailed information on sustainability issues and the resulting implications for Campari Group, including compliance requirements and necessary strategic adjustments; the presentation of the double materiality assessment carried out and the results identifying the key sustainability topics; the main outcomes of a gap analysis that compares current practices with best practices and regulatory requirements, highlighting areas for improvement to meet new standards. Finally, the strategic actions that Campari Group should focus on from 2025 onwards to enhance sustainability practices and comply with new regulations were outlined. Moreover, the CFOO also oversees the management of the Supply Chain function and therefore monitors and is constantly updated on environment and health and safety topics.

Administrative, management, and supervisory bodies assess CVs for relevant education and experience. They review past projects and leadership roles, focusing on achievements. Both technical and soft skills, such as strategic thinking and communication, are evaluated. Continuous education through training and certifications is also considered to ensure a well-rounded set of skills for effective oversight. Through continuous training and updates, the Group ensures that the administrative bodies possess the necessary skills for managing impacts, risks, and opportunities. Specifically, they are kept informed about performance related to environmental targets, ensuring that the IROs linked to ESRS-E1, ESRS-E3, and ESRS-E5 (for waste-related aspects) are properly considered. Regarding responsible practices, they are engaged on topics related to responsible consumption of alcoholic beverages, applicable to ESRS-S4. Concerning people management topics, they are informed about working conditions and equal treatment and opportunities for all (ESRS-S1). Other topics resulting material, based on the assessment of double materiality, will be gradually integrated into the Group's sustainability strategy with specific information provided to top management. For more information and description of how the administrative, management and supervisory bodies determine whether appropriate skills and expertise are available to oversee sustainability matters please refer to the CV illustrated in the 'Corporate Governance Report' under the Governance section.

LEADERSHIP AND OVERSIGHT OVER ESG-RELATED MATTERS

The management and supervisory bodies play a pivotal role in ensuring effective governance and strategic oversight. The Board of Directors is responsible for the company's day-to-day operations, including the integration of sustainability into business strategy and achieving long-term value creation. It is responsible for assessing the overall adequacy of the organisation's internal controls to ensure the integrity and credibility of sustainability reporting, addressing risks and opportunities and ensuring that management decisions align with the company's objectives, stakeholder interests, and regulatory requirements. The Control, Risks and Sustainability Committee plays a key role in providing independent oversight and guidance and in evaluating the Group's sustainability strategy by reviewing reports that address the quality, health, safety, and environmental aspects of all the Group's production facilities. Both bodies collaborate closely to maintain a balance between economic performance, environmental stewardship, and social responsibility, with a shared commitment to ethical governance and sustainable development.

The Company encourages an open and constructive dialogue with the stakeholders. ESG discussions with investors take place mostly during investor roadshows, conferences, company visits and General Meetings, which provide a forum for shareholders to engage with the Board of Directors. During the Annual General Meeting, stakeholders also have an opportunity to submit questions for the Board of Directors. Any critical concerns, discovered or detected also through internal risk management and control systems, are promptly addressed. No material concern was identified or communicated during the 2024 reporting period.

The Board of Directors reviews and approves ESG-related material topics resulting from the DMA assessment in a dedicated meeting before year-end. Material impacts, risks,

and opportunities are integrated into the strategic planning by the establishment of risk assessments and opportunity analyses; for example, during major transactions sustainability due diligence — which includes identifying any potential regulatory, environmental, or social risks associated — is conducted to ensure alignment with the Group's sustainability goals and overall strategy. In 2025 the sustainability strategy will be updated based on the results of the DMA. The Board ensures that material ESG issues are incorporated into the business strategy as they might affect the Group's long-term goals and competitiveness. The full set of information included in the Sustainability Declaration is reviewed and approved within the Annual Report, on an annual basis in the context of the meeting for the approval of the financial statements normally held in the first months of each financial year. The same set of documents is also reviewed by the Annual General Meeting.

Apart from the roles of the Control, Risks and Sustainability Committee and the Board, management of the impacts on the economy, environment and people, induced by the organisation, falls within the scope of the corporate function Global Public Affairs, Corporate Communications and Sustainability, and particularly the team dedicated to Corporate Sustainability. It shall report to the Executive Managing Directors at least once a year in respect of approval of the 'Sustainability statement', and on a regular basis to the Control, Risks, and Sustainability Committee.

INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

To substantiate the top management's dedication to sustainability, ESG-related objectives are embedded within the performance metrics for executive members. In 2024, with the submission of the new Remuneration Policy to the Annual General Meeting on 11 April 2024, the adoption of a new long-term variable incentive for senior management has been proposed to the shareholders. It consists of a share-based incentive, combining restricted stock units (RSU) and performance share units (PSU), the latter conditional upon the achievement of a financial target (relative total shareholder return) and a sustainability target (renewable electricity consumption). Among the others, such equity-based award aims at further aligning the Executive Directors' commitment to sustainable long-term value creation with shareholders' interests and with the Campari Group's sustainability agenda, following the implementation of the revised EU Shareholder Rights Directive. Specifically, as of 2024, the senior management team Long-term incentive ('LTI') program included Restricted Performance Unit (2/3) and Performance Share Units (1/3) which are awarded annually and have a three-year vesting period. 90% of the PSU are linked to TSR (Total Shareholder Return), in line with best practices for consumer companies while 10% is linked to renewable energy sourcing. With respect to CFOO the Annual General Meeting of 11 April 2024 approved a Last Mile Incentive plan, with the purpose to reward the CFOO, who has provided the Company with extraordinary value during a long-standing managerial period, and to ensure his retention over the long-term. The CFOO will be awarded a right to receive for free a number of Campari shares, subject to (i) the uninterrupted directorship relationship with the Company until the vesting date under the terms and conditions set forth in the plan rules; and (ii) the achievement of at least one of the envisaged key performance indicators stated in the plan agreement. In particular, one of the key performance indicators is ESG related and is based on the quantity of renewable electricity supplied in the Group's production sites starting from full year 2024 to full year 2031. A comprehensive breakdown of ESG targets, along with the 2024 performance outcomes, is provided in the 'Remuneration Report' included into the 'Governance' section.

RISK MANAGEMENT AND INTERNAL CONTROLS

Developing an effective internal control system for ESG compliance under the CSRD requires a structured and integrated approach. This system, while serving as an additional

layer, is an integral part of the Group's risk management system framework (refer to 'Risk management and internal controls system' section in the Management Board Report). Campari Group started to align its processes with CSRD requirements to ensure accurate reporting, risk mitigation, and sustainable value creation. This involves establishing specific governance frameworks, identifying key ESG metrics, implementing data collection and validation processes, and fostering accountability across all levels of the organization. By embedding ESG considerations into existing internal controls, the Group can enhance transparency, meet stakeholder expectations, and drive long-term strategic alignment.

The main risks identified in relation to the sustainability reporting process are data consistency and accuracy. Data consistency refers to the challenge of maintaining uniform information across different systems, reports, and time periods. This often arises due to the multiple data sources adopted by the Group, varying reporting standards, including the transition from GRI and ESRS, and human error, which can introduce discrepancies. Data accuracy involves ensuring the correctness and precision of the reported data and can be compromised by measurement errors, incomplete data sets, and potential misrepresentation.

Internal controls related to sustainability reporting vary depending on the specific reporting area, as multiple internal functions contribute to the process based on the ESG topic. The majority of reported relevant metrics and targets are managed by the direct impacted functions. Data collection is undertaken locally and double-checked at country and regional levels. At group level, control measures and mitigation controls are implemented to ensure accurate and complete reporting of ESG-related metrics as part of the Campari Group Annual Report, including Internal Audit activities, to ensure maximum data consistency. The adoption of various IT platforms covering many of the ESG topics, enables monitoring of the Group's performance more effectively and establishes internal targets for overall improvement in the medium- and long-term. In 2024, the Group began developing a roadmap aimed at achieving robust readiness for its sustainability KPIs within a medium-term horizon.

For an overview of the main ESG-related business risk to which the Group is exposed refer to 'ii. Main risks for Campari Group' in the 'Risk Management and Internal Control System' in Management Board Report. These risks constitute a comprehensive enterprise risk framework for Campari ESG matters and have been thoroughly considered in the development of the 2024 DMA. No significant risks of material adjustment are anticipated during the upcoming annual reporting period for the going concern assumption, with respect to the carrying amounts of assets and liabilities reported in the Campari Group Consolidated Financial statements.

During 2024, internal audit controls were strengthened to address the requirements of the CSRD, including, for example, the Double Materiality Assessment process, the sustainability reporting perimeter and the analysis of Impacts, Risks, and Opportunities, as part of the updated internal audit engagement over sustainability reporting. While not all IROs have been fully analysed, a progressive approach is currently being developed to achieve full coverage in the coming years. The results and main findings of the analysis performed by the Internal Audit function in 2024 have been communicated to the Corporate Sustainability and Consolidated IFRS and CSRD Reporting teams for their evaluation and integration into the assessments. The Group is committed to increasing and consolidating controls throughout 2025 and reporting internally to the CRSC.

CAMPARI GROUP'S VALUE CHAIN

The Group operates comprehensively, managing the entire production chain from sourcing raw materials to executing sales through a strategically defined distribution network. This approach is underpinned by active brand value management, ensuring a well-curated and diverse product portfolio that meets the needs of customers across regions and categories (for additional information on the Group's business model refer to the 'Campari Group's identity and business overview'-section of the Management Board Report).

To effectively identify Impacts, Risks and Opportunities ('IROs') connected to the Campari Group business, a preliminary activity was carried out to understand the Group's value chain. The activity involved the engagement of the Corporate Sustainability function for a general overview of the Campari business. Additionally, the Global Procurement, Global Logistics and the Global Environmental Sustainability functions were involved to provide more detailed information relating to the upstream, own operations and downstream phases of the value chain.

Campari Group carried out an in-depth analysis to precisely define its business model and operational activities, including a detailed mapping of the value chain, identifying key actors related to both upstream and downstream, as well as the main areas of focus within the chain, such as the procurement of critical raw materials and the organisation and structure of logistics. Stakeholders were engaged through dedicated interviews, meetings and focus groups.

The value chain within Campari Group operates encompassing the various activities that companies engage to produce, market, and distribute their products: it is essential for understanding how value is created and delivered to consumers. The key components of the beverage and spirits value chain applicable to Campari Group are represented below:

- **Agricultural Production**: the value chain begins with the cultivation of raw materials, such as grains (for spirits), grapes (for wine), fruits (for flavored beverages), and other botanicals. This stage involves farming practices, crop management, and securing high-quality ingredients.

- **Raw Material and Water Sourcing**: After agricultural production, raw materials are sourced from farmers or agricultural suppliers via purchase agreements; water is sourced from surface water-rivers, groundwater, rainwater and municipalities. The Group may establish direct relationships with suppliers to ensure high quality and sustainability, sometimes engaging in vertical integration.

- **Processing and Manufacturing (Campari Group own operations)**: in this phase, raw materials are processed and transformed into beverages. This could involve fermenting, distilling, filtering, ageing, and bottling. Quality-control measures are implemented to ensure consistency and safety throughout the manufacturing process.

- **Packaging (Campari Group own operations)**: once the beverages are produced, they are packaged for sale. Packaging is vital as it impacts the product's shelf life, marketing appeal and consumer convenience. Packaging is mainly composed by glass, metal and paper.

- **Marketing and Branding (Campari Group own operations)**: effective marketing strategies are crucial for establishing brand identity and attracting consumers. This stage includes advertising, promotions, social media campaigns, sponsorships, and events focused on enhancing brand visibility and consumer engagement.

- **Distribution and Logistics**: efficient distribution is key to ensuring that products reach retailers, wholesalers and, ultimately, consumers. This involves managing supply chain logistics, warehousing, inventory levels, and transportation. The Group may leverage third-party distributors or establish their own distribution networks.

- **Retail and Sales**: products are sold through a variety of channels, including supermarkets, convenience stores, specialist shops, bars, restaurants, and online platforms. Point-of-sale strategies and promotions often play a significant role in influencing consumer purchasing decisions.

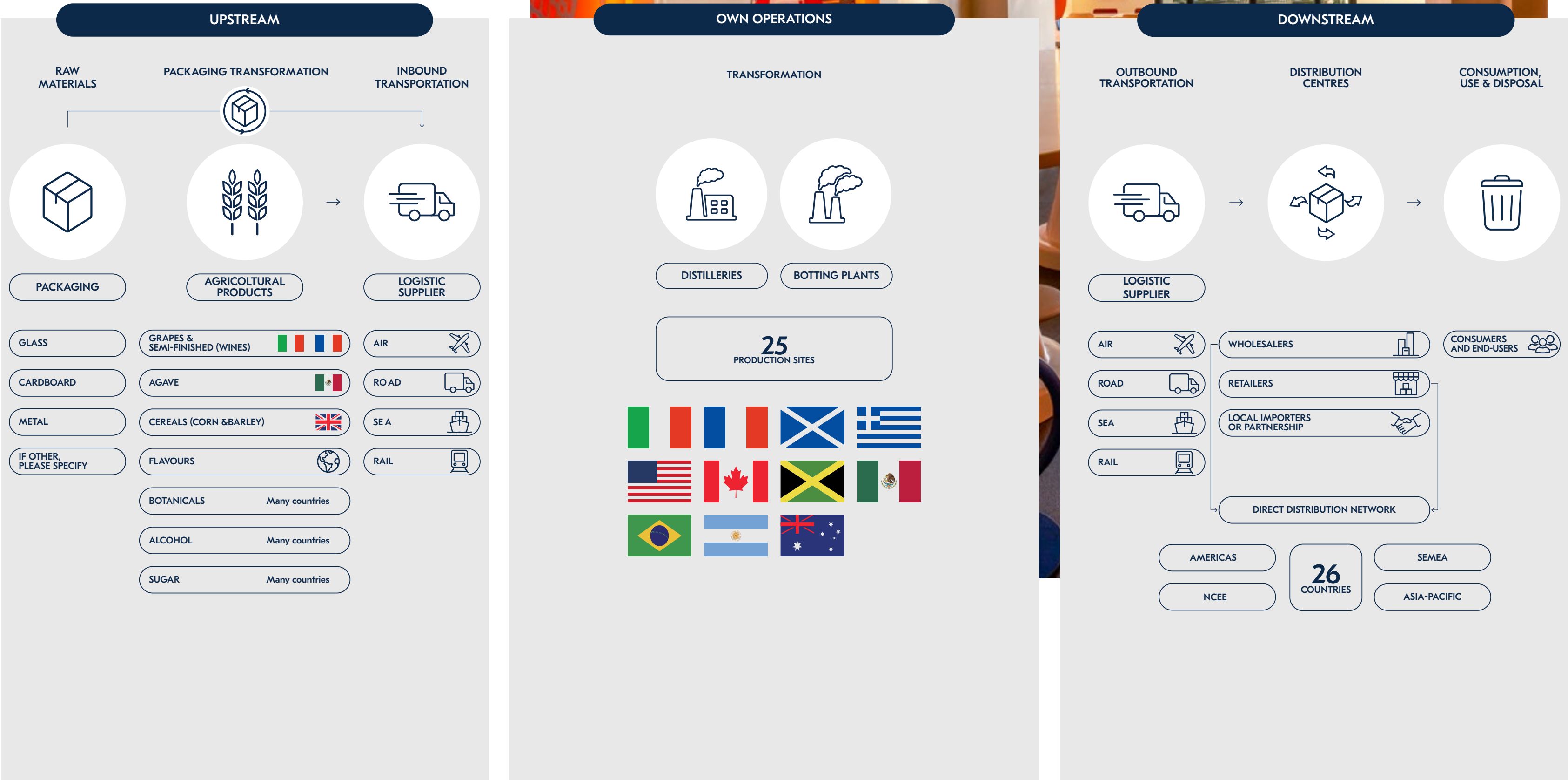
- **Customer Engagement and Support**: building a relationship with consumers is increasingly important in the beverage and spirits industry. This consists of customer support services, event experiences, feedback collection, and engaging with customers through social media and loyalty programs.

- **Regulatory Compliance and Quality Assurance**: given the nature of the industry, compliance with regulations concerning production, labelling, distribution, and marketing is critical. Campari Group must ensure adherence to health and safety standards, as well as local, national, and international laws. Campari Group does not have banned products across markets.

- **Recycling and Sustainability Initiatives**: sustainability practices are becoming more prominent within the beverage and spirits industry. Campari Group focuses on recycling in its own operations, minimizing waste, reducing water usage, and adopting environmentally friendly practices throughout its operations. The Group is not active directly in stand-alone post-consumptions initiatives.

The value chain for Campari Group focuses heavily on quality, branding, and consumer preferences.
The table below provides an overview of how Campari Group acquires, develops, and safeguards these inputs to maintain a seamless and efficient value chain.

Table 1 - Visual representation of Campari Group value chain.



Campari Group's core business delivers moments of enjoyment through its product offerings, yet its dedication to responsible practices remains a cornerstone of value creation for stakeholders. The Group has developed a comprehensive global strategy encompassing short- and medium-term initiatives, both internal and external, to promote awareness and education among key stakeholders, including Camparistas, bartenders, and consumers, on the principles of responsible consumption and communication regarding its products and alcoholic beverages as a whole.
In late 2024, further underscoring this commitment, the Group launched a global campaign on responsible consumption targeting external stakeholders. In the realm of sustainable supply chain management, Campari Group initiated a new sustainable procurement roadmap in 2024, which included a Human Rights Due Diligence process aimed at safeguarding the rights of workers throughout its value chain.
Environmental sustainability is another key focus area, with particular emphasis on energy and emissions, water, and waste. The Group has set ambitious reduction and efficiency targets for 2025 and 2030, supported by global projects designed to achieve these goals and ultimately reach net-zero emissions by 2050 or sooner, if possible. Throughout 2024, Campari Group reaffirmed its commitment to the Net Zero roadmap by implementing initiatives to minimise environmental impacts across manufacturing, materials,

and services while integrating sustainable practices throughout its value chain.
Additionally, the Group remains devoted to fostering community projects, particularly in education, culture, and employment, further reinforcing its commitment to social responsibility.

ENGAGEMENT WITH STAKEHOLDERS

Recognizing the importance of fostering consistent and effective stakeholder interactions, Campari Group actively engages in an ongoing dialogue with its stakeholders, integrating their feedback and needs into daily business operations. Stakeholders are defined as individuals, groups, or organisations that can influence or be influenced by the Group's activities. In the table below there is a summary of the stakeholders who have direct contact with Campari Group employees, along with the related engagement methods and material topics addressed in daily operations. The process is led by the Corporate Sustainability function, as outlined in the 'Role of Management and Supervisory Body' section, in continuous dialogue with the Campari Group contact functions. The value delivered to Campari Group's stakeholders is shaped by the Group's efforts and external factors, such as market dynamics and the quality of stakeholder relationships. Stakeholders contribute to the Group's performance by challenging its practices, voicing concerns, providing constructive feedback, and collaborating to address shared challenges.

Stakeholder perspectives are indirectly integrated into the governance framework via the Sustainability Committee and the CRSC which serve as intermediaries, embedding sustainability and corporate responsibility into decision-making processes. This structured approach strengthens stakeholder relationships, fostering trust and long-term commitment. To further enhance this connection, Campari Group has developed and adopted the Stakeholder Dialogue Policy, approved by the Board of Directors on 14 December 2023 (for more details, see the Governance Information section in the Management Board Report).

In the 2024 Double Materiality assessment, external stakeholder perspectives were incorporated indirectly through the involvement of Campari Group's relevant contact functions: cross-functional knowledge exchange provided a foundation for integrating stakeholder interests. Direct engagement was complemented by involving a sustainable procurement expert in the analysis of specific IROs and RES.m HUB in corroborating the overall DMA process. This ensured a more structured, expert-driven, and sustainability-focused approach to effective stakeholder dialogue. This process will be further refined in 2025.

External stakeholders whose view was indirectly considered in the 2024 DMA.

Campari Group Contact Function	Stakeholder	Reason for engagements	Channels of Dialogue	Key Topics
Investor Relations, Finance, Corporate Sustainability	Shareholders, Asset managers, Investors, Financial and sustainability analysts, Credit institutions	Funding	Shareholders' meetings	Financial performance and business strategy
		Maintain and enlarge investor base	Management Board reports	Governance and remuneration policies
		Improve corporate reputation	Press releases, investor presentations, and meetings	Diversity and equity
		Build credibility and trust	Analyst calls	GHG emissions
		Strategic guidance and expertise	Roadshows and investor conferences	ESG monitoring of the value chain
		Market validation	Requests via email and questionnaires	Community engagement
		Accelerate growth	Dedicated email: investor.relations@campari.com	Water management
Customer Marketing and Sales Functions, Logistics, Corporate and Environmental Sustainability	Customers and Distributors	Maintain and increase distribution and sales channels	Responses to requests and questionnaires	Scope 3 GHG emissions
		Meet ESG due diligence requirements	Campari Academies	Contractual terms and payment practices
		Education on responsible serving	Events	Compliance with Campari policies
			Commercial visits	Human rights
				Working conditions
				Responsible serving (bartenders)
Procurement, Corporate and Environmental Sustainability	Suppliers	Meet ESG requirements	Sedex	Scope 3 GHG emissions
		Collaborate on ESG topics to achieve goals	Co-development and innovation projects	Biodiversity
		Improve corporate reputation	Business meetings	Water management
		Reduce sustainability-related risks	Supplier Code	Packaging and circularity
		Build long-term relationships	Third-party verifications	Contractual terms
			Sharing, validation, and certification of reports	Compliance with policies
				Human rights
				Working conditions
Public Affairs, Corporate Sustainability	Industry Associations	Develop shared positions	Regular meetings	Responsible drinking
		Represent industry interests	Preparation and sharing of best practices	Sector interests
		Collaborate on ESG projects	Participation in roundtables and association activities	Regulatory evolution
		Stay updated on regulations and trends		Environmental topics

Campari Group Contact Function	Stakeholder	Reason for engagements	Channels of Dialogue	Key Topics
Public Affairs	Public Institutions	Share industry views and positions	National and international conferences	Sector-specific concerns
			Engagement via associations and meetings	Transparent communication
			Written communication	Compliance with laws
				Sound business management
Public Affairs, Corporate Sustainability	NGOs, Foundations, and Local Communities	Collaborate to address community needs	Partnerships and memberships in networks	Social and environmental impacts
		Provide opportunities for positive social impact	Meetings and written communication	Community investments and support
			Community support and corporate volunteering	
			Events	
HR	Workers' Representatives and Trade Unions	Meet employee expectations	Collective bargaining	Human rights
		Ensure legislative compliance	Meetings with union representatives	Working conditions
		Reduce risk of strikes	Conferences	Secure employment
		Protect corporate reputation		Equal treatment
				Freedom of association
Tax Department	Tax Authorities	Legislative compliance	Respond to requests	Tax compliance
		Effective communication	Provide updates on guidelines and requirements	Tax regulations
				Transparency
HR, Environmental Sustainability, Corporate Sustainability	Schools, Universities, and Research Institutes	Attract talent	Responses to surveys	Education
		Collaborate on projects	Joint industry labs	Job creation
		Enhance reputation	Corporate volunteering	Innovation
		Contribute to research	Projects and partnerships	Quality
		Provide training opportunities	Graduate programs	
Public Affairs, Marketing, Corporate Sustainability	Consumers	Meet consumer expectations	Events	Product quality
		Enhance reputation	Brand houses and flagships	Information transparency
		Promote responsible drinking	Communication campaigns	Responsible communication
			Market research	Data privacy
			Focus groups	

Campari Group Contact Function	Stakeholder	Reason for engagements	Channels of Dialogue	Key Topics
HR, Health and Safety, Workers' Representatives	Employees	Meet employee expectations	Internal surveys	Health and safety
		Ensure workplace equity	Whistleblowing channels	Equal treatment
		Attract and retain talent	Meetings	Professional development
			Performance evaluations	Welfare
			Training programs	Compensation
Corporate Communications, Investor Relations, PR	Press	Build brand awareness	Press releases	Transparent communication
		Manage public perception	Websites	Information on corporate topics
		Share announcements	Interviews	Statements from management
		Handle crises	Events	
Corporate Communications, Campari Gallery, Foundations	Schools and Universities	Attract talent	Graduate programs	Partnerships
		Collaborate on research and development	Presentations	Financing
		Build corporate reputation	Guided tours	Sustainability
			Projects supported by foundations	Values and culture

External stakeholders directly involved in the 2024 DMA.

Stakeholder	Reason for engagements
External consultants on Sustainable Procurement	Direct involvement in double materiality analysis for all procurement-related topics
Research Centre for Responsibility, Ethics and Sustainability in Management (RES.m HUB) of the Università Cattolica del Sacro Cuore	Corroborating the DMA process and output as independent research institute considered to be an expert on sustainability

During the year ended 31 December 2024 no amendment to the Group's strategy and business model have occurred as a result of stakeholder engagement.

PRESENTATION OF THE RESULTS OF THE DOUBLE MATERIALITY ASSESSMENT PROCESS

In 2024 Campari Group's risk assessment process for identifying and evaluating material impacts, risks, and opportunities related to ESG topics has been improved in an effort to meet with the requirements of the Corporate Sustainability Reporting Directive ('CSRD').
A comprehensive analysis was conducted to evaluate the impacts, risks, and opportunities associated with environmental, social, and governance factors, also examining their

interaction with Campari Group's strategic goals and business model. This evaluation integrates insights from internal and external stakeholder engagements, addressing both impact materiality and financial significance. The outcome provides a detailed perspective on the most material impacts, risks, and opportunities across the entirety of the Group value chain. No entity-specific impacts, risks and opportunities resulted from the DMA process. Details on the process steps taken in the double materiality assessment are described below.

According to the new definition of materiality provided by ESRS, a sustainability matter is relevant when it meets the criteria defined for i) impact materiality or ii) for financial materiality or for iii) both. The concept of double materiality, introduced by CSRD, stands out for its dual focus, integrating both impact materiality (inside-out perspective) and financial materiality (outside-in perspective). This approach represents a transformative shift in how businesses understand and report their activities' significance. On the one hand, impact materiality focuses on how a company's activities, operations, and decisions affect the environment, society and economy. On the other hand, financial materiality examines how sustainability matters could affect the company's financial position, performance and long-term value creation focusing on the risks and opportunities associated with environmental, social, and governance factors that could influence their financial performance. These two facets are not only complementary but deeply interconnected. Double Materiality allows undertakings to develop a more holistic understanding of their sustainable impact, fostering transparency and responsibility.

According to ESRS indications, Campari Group has consequently adopted a structured approach to implementing the double materiality through a five-phase assessment process developed taking into consideration the short, medium and long-term horizon reported in the 'Basis of preparation' section, and shown below:

a) **UNDERSTANDING**
Campari Group undertook a thorough analysis to accurately understand its operational activities, processes and value chain ('Campari Group's identity and business overview' section of the Management Board Report). This included a detailed mapping of its value chain ('Campari Group's Value Chain' chapter) and the identification key actors, both upstream and downstream, as well as the primary areas of interest within the chain, such as procurement of most critical raw materials and logistics organisation and structure. The analysis was performed in strong collaboration with all supply chain function senior managers, internal experts and employees responsible for the various steps via internal surveys and meetings. The results were reviewed with the support of an external expert. Additionally, other stakeholders were systematically identified to evaluate specific topics. Engagement plans were developed to identify relevant experts, define their roles in the upcoming assessment phase, understand the broader context (including business, value chain, and related activities), and establish a strategy for effective stakeholder involvement ('Engagement with stakeholders' chapter).

b) **IDENTIFICATION**
Campari Group conducted a comprehensive analysis to establish a list of its potential IROs connected to its value chain including own operations. This analysis was informed by in-depth research activities, desk analysis, benchmarking against industry peers and competitors and alignment with sector standards. Stakeholder engagement played a critical role in this phase, providing valuable input to identify and validate the IROs, based on the ESRS topics.

c) **ASSESSMENT**
The preliminary long list of IROs underwent a comprehensive assessment through a questionnaire assessment. Stakeholder

insights were integrated into the Double Materiality Assessment to enhance the evaluation of each item on the list, according to each of the characteristics required by the standards and time horizon in line with ESRS requirements, resulting in an overall value for each item, as follows:

- POSITIVE IMPACTS such as benefits for people that are caused, contributed to, or directly linked to Campari Group's activities, have been assessed based on their scale and scope;

- NEGATIVE IMPACTS such as harm to people and/or the environment caused, contributed to, or directly linked to Campari Group's activities, have been assessed based on their scale, scope, irremediability, and likelihood (the latter applying only to potential impacts);

- FOR RISKS AND OPPORTUNITIES those that have a material influence (or are likely to have a material influence) on Campari Group's cash flows, development, performance, position, cost of capital or access to finance, the likelihood and the severity have been assessed, taking into consideration any effects due to dependencies identified, as requested by ESRS indications.

For each relevant topic, where stakeholder input was essential, participants were invited to provide qualitative and quantitative feedback on specific parameters based on a scoring scale for each of the characteristics listed above, addressing both the inside-out perspective, related to Impact Materiality, and the outside-in perspective, tied to Financial Materiality concerning risks and opportunities. In the case of a potential negative human rights impact, the severity of the impact, increased by 25%, takes precedence over its likelihood.
Furthermore, to conduct a proper understanding and assessment of material IROs, the impact materiality assessment process considers disaggregation by country and by significant site or by significant asset, if relevant. With reference to financial materiality, the disaggregation by country, by significant site, and by significant asset has not been included in the definition of the 2024 Double Materiality Assessment, considering the top-down approach applied at Group level.

d) **DEFINITION**
To identify and prioritise the relevant IROs for Campari Group, a materiality threshold has been defined as half of the maximum possible impact value and half of the maximum possible financial value for impact materiality and financial materiality, respectively, representing the upper median threshold of significance. Prioritisation facilitated the focused allocation of efforts and resources towards topics of genuine relevance to the Group. The entire process underwent a comprehensive review by the internal department responsible for the coordination and management of CSRD topics, to ensure both oversight and validation of the process and its outcomes. In parallel, a detailed gap analysis was performed comparing the information requirements of the ESRS based on the material items identified against data points already available. The results of the gap analysis were embedded in the disclosures provided in the dedicated Sustainability statement sections 'Environmental information', 'Social information' and 'Governance information'.

e) **VALIDATION**
Engagement with key stakeholders and senior management was conducted to validate areas of impact identified through the materiality process. For both internal and external stakeholders, this was achieved through video calls, where the outcomes of the double materiality assessment were reviewed and confirmed. Senior management participated in dedicated meetings to discuss and validate the finalized list of material topics. The main internal functions

involved were Corporate Sustainability, Finance, Legal, Internal Audit, Supply chain, Procurement, Logistics, HR and the other items listed in the stakeholder engagement disclosed in the dedicated paragraph. A shortlist of material topics was consequently derived from the above-described rigorous validation steps:

- INTERNAL VALIDATION
  Reviewed by management teams of relevant subject matter experts and the Control Risks and Sustainability Committee.

- EXECUTIVE APPROVAL
  The Company Board of Directors as well as the Control Risks and Sustainability Committee approved the 2024 double materiality assessment, with the Supervisory Body informed of the process and results.

- EXTERNAL VALIDATION
  The shortlist and results were positively corroborated with external stakeholders represented by an independent research institute recognised as an authority in the field of sustainability, the Research Centre for Responsibility, Ethics, and Sustainability in Management (RES.m HUB) at the Università Cattolica del Sacro Cuore (Catholic University of the Sacred Heart, Milan), thereby reinforcing the credibility and rigour of the assessment.

f) **ONGOING REVIEW**
The double materiality assessment will undergo an annual review to ensure that material impacts, risks, and opportunities are updated based on evolving insights and stakeholder feedback.

LIST AND DESCRIPTION OF THE 2024 MATERIAL IMPACTS, RISKS AND OPPORTUNITIES (IROs) OUTCOME

The Campari Group 2024 materiality assessment process facilitates the identification and prioritisation of the ESG topics that are most material and of paramount significance to stakeholders. With a steadfast commitment to delivering sustainable, long-term value for our stakeholders, this evaluation ensures that our ESG strategy remains aligned with stakeholder expectations and responsive to evolving external trends.

A mapping from the material risks, impacts and opportunities and the connection with the associated European Sustainability Reporting Standards disclosure requirements is represented as follows.

A detailed list of the material topics identified in the DMA process and the related connection with the ESRS reference and position along the value chain is represented below.
In the spirits industry, the harm from irresponsible drinking of alcoholic beverages is high. Recently, there has been a trend towards moderate consumption and demand for non-alcoholic products, reducing the likelihood of negative impacts. Although this negative impact could be seen as particularly significant in those countries where the incidence of irresponsible consumers is highest, the Group is committed to promoting remediation activities regardless of geography. In addition the negative consequences could be counteracted with a certain choral effort, which includes on the one hand raising awareness on the part of the manufacturers and industry associations to moderate consumption, and on the other hand the necessary involvement of the Governments in defining clear laws on the subject (i.e., prohibition for minors, regulations on alcohol and driving, etc.) and in guaranteeing support for people in need. As a result, the initiatives promoted by the Group enhance and advocate responsible drinking, with an effort to counteract irresponsible consumption.

ESRS	Topic	Sub-topic	Sub sub-topic	IROs	IRO description	Position along the Value Chain	Time horizons	Connections
E1	Climate Change	Climate Change adaptation	-	Risk	Failed transition to a lower-carbon and energy-efficient economic system	Own Operations	Long-term	Technologies
		Climate Change mitigation	-	Risk	Natural disasters	Upstream & Own Operations	Long-term	Climate
			-	Impact (negative; actual)	Contributions to GHG emissions	Across	All	-
		Energy	-	Impact (negative; actual)	Increasing energy consumption and contributing to negative environmental impacts due to manufacturing activities	Across	All	-
				Opportunity	Reducing the energy consumption of the Company's operations	Upstream & Own Operations	Long-term	Market
E3	Water and marine resources	Water	Water consumption	Risk	Potential negative financial externalities due to increasing global water scarcity	Upstream & Own Operations	Medium-term and Long-term	Nature
			Water discharges	Impact (negative; actual)	Water supply depletion due to the need to treat process wastewater	Upstream & Own Operations	All	-
			Water withdrawals	Opportunity	Improving water management systems efficiency especially in water-stressed areas	Upstream & Own Operations	Long-term	Technologies
E4	Biodiversity and ecosystems	Direct impact drivers of biodiversity loss	Land-use change	Impact (negative; actual)	Ongoing loss of biodiversity, deterioration of soil and ecosystem resilience in farming activities of ingredient production and directly managed crops (i.e., Vineyards in France)	Upstream & Own Operations	Medium-term and Long-term	-
E5	Resource use and circular economy	Resources inflows, including resource use	-	Impact (negative; actual)	Usage of virgin and non-recycled materials in product's packaging impacting the environment	Upstream & Own Operations	Medium-term and Long-term	-
	Resource use and circular economy	Waste	-	Impact (negative; actual)	Production and disposal of waste	Own Operations	Short-term and Medium-term	-
S1	Own Workforce	Working conditions	Health and safety	Impact (negative; actual)	Negative externalities on employees due to accidents	Own Operations	All	-
				Risk	Potential H&S incidents resulting in injuries/deaths	Own Operations	Short-term	Human capital
			Freedom of association, the existence of works councils and the information, consultation and participation rights of workers	Impact (positive; actual)	Promoting participation in framework of national and supranational trade associations to safeguard general interest and actively contributing to the development at sectorial level	Own Operations	Medium-term and Long-term	-
			Secure employment	Risk	Own operations management issues related to labour and ethics may lead to regulatory fines, increased long-term operational costs, and reputational harm for entities	Own Operations	Long-term	Human capital

ESRS	Topic	Sub-topic	Sub sub-topic	IROs	IRO description	Position along the Value Chain	Time horizons	Connections
S1	Own Workforce	Equal treatment and opportunities for all	Training and skills development	Impact (positive; actual)	Promotion of a culture of quality and responsibility through communications projects and actions conducted (i.e. specific educational training courses) towards internal workers aimed at educating consumers on the responsible consumption of alcoholic beverages and on the importance of quality vs quantity	Own Operations	All	-
				Opportunity	Ability to attract and retain people	Own Operations	Long-term	Human capital
			Gender equality and equal pay for work of equal value	Risk	Failure to enforce and apply Diversity, Equity&Inclusion policies and practices resulting in discrimination cases	Own Operations	Medium-term and Long-term	Human capital
		Other work-related rights	Privacy	Impact (negative; potential)	Safeguard of data for all stakeholders (employees)	Own Operations	Medium-term and Long-term	-
S2	Workers in the value chain	Working conditions	Health and safety	Impact (negative; actual)	Negative externalities on workers in the value chain due to accidents	Upstream and Downstream	All	-
		Other work-related rights	Privacy	Impact (negative; potential)	Safeguard of data for all stakeholders (workers in the value chain)	Upstream and Downstream	Medium-term and Long-term	-
S4	Consumers and end-users	Information-related impacts for consumers and/or end-users	Access to (quality) information	Impact (negative; potential)	Failure to communicate all the necessary information related to Campari's product including nutritional values	Downstream	Long-term	-
			Privacy	Impact (negative; potential)	Safeguard of data for all stakeholders (consumers)	Downstream	Long-term	-
		Social inclusion of consumers and/or end-users	Responsible marketing practices	Impact (positive; actual)	Ability to promote a marketing communication always able to maintain a high level of corporate integrity, business ethics, and social responsibility which leads to increased consumer trust and loyalty, improved brand reputation, increased customer satisfaction and active consumer involvement	Own Operations and Downstream	Medium-term and Long-term	-
				Impact (positive; actual)	Promotion of a culture of quality and responsibility through communications projects and actions conducted (i.e., specific educational training courses) towards internal workers and external stakeholder (i.e., consumers) aimed at educating consumers on the responsible consumption of alcoholic beverages and on the importance of quality vs quantity	Own Operations and Downstream	All	-
				Risk	Potential social repercussion on the company due to a lack of awareness activities	Across	Medium-term and Long-term	Human capital
				Risk	Inability to interpret consumer preferences and to continually adapt strategies accordingly	Own Operations and Downstream	Long-term	Consumers
G1	Business conduct	Corruption and bribery	Incidents	Impact (negative; potential)	Fines and reputational damage deriving from unethical business practices, including fraud and corruption may result in negative impact on Campari operations	Across	Long-term	-
		Management of relationships with suppliers including payment practices	-	Impact (positive; actual)	Fostering responsible sourcing practices by engaging directly with suppliers	Across	All	-
			-	Risk	Disruptions in transport	Own Operations and Upstream	Long-term	Market

In evaluating the impacts, risks, and opportunities associated with identified material topics, including climate change, the Group has assessed their effects on the Consolidated Financial Statements regarding financial position, performance, and cash flows:

- **2024 Analysis**: the analysis conducted in 2024 did not identify any issues that could not be managed within the ordinary course of business. Furthermore, no material ESG issues were identified that would have a significant impact on the financial position or performance.

- **Climate Change Impact**: the anticipated effects of climate change are not expected to materially affect the Group's financial performance over the specified going concern period.

- **Sensitivity of Biological Goods**: agricultural ingredients remain at risk primarily due to water scarcity and rising temperatures. To mitigate and minimise these risks, the Group has established contingency plans for alternative sourcing of biological assets, which remained dormant in 2024. Additionally, proactive measures to address water scarcity risks have been initiated, including capital expenditures (Capex) eligible under CSRD requirements in the United Kingdom and Jamaica.

- **Impact on Cash Flow Forecasts**: the implications of climate change have been factored into cash flow projections used for impairment assessments of non-current assets, including goodwill.

- **Non-Current Asset Valuation**: the potential impact of climate change on residual values, useful lives, and depreciation methods for non-current assets was evaluated, with no triggering factors identified in 2024.

No significant risk of material adjustment was identified within the next annual reporting period to carrying the amounts of assets and liabilities reported in related financial statements.

Campari Group has been managing sustainability matters for years, with identified impacts already integrated into the Group's sustainability strategy, thus confirming that no impacts have occurred outside the scope of its ordinary business operations that would necessitate adjustments to its business model, value chain, or strategic and decision-making processes:

- **Material Impacts, Risks and Opportunities**: the current and anticipated effects of material impacts, risks, and opportunities have not led to changes in the Group's business model or strategy, as the core topics were already integrated into the existing strategy. Any new topics identified will be thoroughly considered in the near future. Responses to these factors remain aligned with the Group's established frameworks and do not require significant strategic adjustments.

- **Connection to Strategy and Business Model**: the undertaking's strategy and business model comprehensively consider most of the material impacts identified by the Group and newly identified topics will be incorporated into actions and targets starting from 2025 onwards.

- **Resilience of Strategy and Business Model**: the Group's strategy and business model have demonstrated resilience thanks to the robust experience in effectively addressing material impacts and risks while maintaining the capacity to capitalize on material opportunities.

Moreover, the results from the DMA were considered in the updates of the Group Sustainability Strategy with particular focus for the Sustainable Procurement Roadmap starting from 2025.

There are no impacts, risks and opportunities that were not covered by ESRS Disclosure Requirements in the following section of the Sustainability statement.
For some impacts, disaggregation is particularly relevant. Specifically, the impact contributing to GHG emissions and energy consumption is more significant for sites where

distilleries are located. Regarding Scope 3 emissions, the categories that contribute the most are the purchase of goods and services (66%), transport and upstream and downstream distribution (17%), and capital goods (11%), which together account for 95% of the total Scope 3 impact.
In terms of direct impact drivers of biodiversity loss, disaggregation is relevant because the Group's operations in France are adjacent to an area important for biodiversity. Specifically, the Lallier production site is located in Oger, in the Champagne region of France, which is a UNESCO World Heritage Site. Another area of concern is Mexico, where there is a risk of deforestation connected with the cultivation of agave.
For waste disposal, the topic is particularly relevant for those sites where distilleries are located, as it is important to rely on waste treatment plants for processing by-products originating from the distillation process. The impact related to the usage of only virgin or non-recycled materials further exploits natural resources and is particularly important for specific materials used in packaging, namely glass, cardboard, and aluminum.
The possible negative impacts on employees, which may result from falls, transportation accidents, equipment-related accidents, and heat-related illness or injury, apply to all Campari Group sites but are particularly relevant in plants and factories where the risk and severity of accidents are higher than in offices. Regarding positive impacts, engagement with suppliers and commercial partners to define and adopt sustainable and responsible practices with regards to the sourcing of materials is relevant. Efforts aimed at reducing Scope 3 emissions highlight that the hotspot of emissions is the glass industry, concentrated in Italy, the United States and in Brazil. Relationships with suppliers is particularly important when addressing social issues, such as human rights. The priority countries of interest are Jamaica and Mexico, where there are agricultural supply chains with a higher risk of human rights not being respected and where it becomes particularly essential to implement and enforce sustainable and ethical practices.
The double materiality assessment identifies material sustainability topics. For each material topic, the ESRS provide specific disclosure requirements, outlining what information needs to be disclosed and how it should be presented. This alignment ensures that the disclosed information is relevant, comprehensive, and transparent. In the 2024 Campari Group's Sustainability statement, these material related disclosure requirements are detailed, showing how each material topic is addressed. This connection between material topics and disclosure requirements ensures that stakeholders receive a clear understanding of the company's impacts, risks, and opportunities in relation to key material topics. By following this process, the Group can provide transparent, relevant, and comprehensive information to its stakeholders, enhancing their understanding of the company's impact and performance.

LIST OF DATAPOINTS IN CROSS-CUTTING AND TOPICAL STANDARDS THAT DERIVE FROM OTHER EU LEGISLATION

Disclosure Requirement and related datapoint	SFDR reference[1]	Pillar 3 reference[2]	Benchmark Regulation reference[3]	EU Climate Law reference[4]	Paragraph title in the 2024 Sustainability Statement	Not material
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #n. 1 of Annex I	-	Commission Delegated Regulation (EU) 2020/1816 Annex II[5]	-	The role of the management and supervisory bodies	-
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)	-	-	Delegated Regulation (EU) 2020/1816, Annex II	-	The role of the management and supervisory bodies	-
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #n. 3 of Annex I	-	-	-	Due diligence process and human rights	-
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #n. 1 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk[6]	Delegated Regulation (EU) 2020/1816, Annex II	-	-	Not material
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #n. 2 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II	-	-	Not material
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #n. 1 of Annex I	-	Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II[7]	-	-	Not material
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv	-	-	Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II	-	-	Not material
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14	-	-	-	Regulation (EU) 2021/1119, Article 2(1)	Transition Plan for Climate change	-

(1) Regulation (EU) 2019/2088 of the European Parliament and of the Council of 27 November 2019 on sustainability-related disclosures in the financial services sector (Sustainable Finance Disclosures Regulation) (OJ L 317, 9.12.2019, p. 1)
(2) Regulation (EU) n. 575/2013 of the European Parliament and of the Council of 26 June 2013 on prudential requirements for credit institutions and investment firms and amending Regulation (EU) n. 648/2012 (Capital Requirements Regulation 'CRR') (OJ L 176, 27.6.2013, p. 1).
(3) Regulation (EU) 2016/1011 of the European Parliament and of the Council of 8 June 2016 on indices used as benchmarks in financial instruments and financial contracts or to measure the performance of investment funds and amending Directives 2008/48/ EC and 2014/17/EU and Regulation (EU) n. 596/2014 (OJ L 171, 29.6.2016, p. 1).
(4) Regulation (EU) 2021/1119 of the European Parliament and of the Council of 30 June 2021 establishing the framework for achieving climate neutrality and amending Regulations (EC) n. 401/2009 and (EU) 2018/1999 ('European Climate Law') (OJ L 243, 9.7.2021, p. 1).
(5) Commission Delegated Regulation (EU) 2020/1816 of 17 July 2020 supplementing Regulation (EU) 2016/1011 of the European Parliament and of the Council as regards the explanation in the benchmark statement of how environmental, social and governance factors are reflected in each benchmark provided and published (OJ L 406, 3.12.2020, p. 1).
(6) Commission Implementing Regulation (EU) 2022/2453 of 30 November 2022 amending the implementing technical standards laid down in Implementing Regulation (EU) 2021/637 as regards the disclosure of environmental, social and governance risks (OJ L 324,19.12.2022, p.1.).
(7) Commission Delegated Regulation (EU) 2020/1818 of 17 July 2020 supplementing Regulation (EU) 2016/1011 of the European Parliament and of the Council as regards minimum standards for EU Climate Transition Benchmarks and EU Paris-aligned Benchmarks (OJ L 406, 3.12.2020, p. 17).

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph title in the 2024 Sustainability Statement	Not material
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)	-	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2	-	Governance and policies related to Climate change mitigation and adaptation and Energy	-
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #n. 2 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book — Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6	-	Climate change commitments, Actions and Metrics	-
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #n. 1 and Indicator n. 5 Table #2 of Annex I	-	-	-	Climate change commitments, Actions and Metrics	-
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #n. 1 of Annex I	-	-	-	Climate change commitments, Actions and Metrics	-
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #n. 1 of Annex I	-	-	-	Climate change commitments, Actions and Metrics	-
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #n. 1 of Annex I	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book — Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)	-	Climate change commitments, Actions and Metrics	-
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #n. 1 of Annex I	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book — Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)	-	Climate change commitments, Actions and Metrics	-
ESRS E1-7 GHG removals and carbon credits paragraph 56	-	-	-	Regulation (EU) 2021/1119, Article 2(1)	-	Not Material
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66	-	-	Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II	-	-	Omission for the first year of disclosure

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph title in the 2024 Sustainability Statement	Not material
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).	-	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk	-	-	-	Omission for the first year of disclosure
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).	-	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book -Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral	-	-	-	Omission for the first year of disclosure
ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69	-	-	Delegated Regulation (EU) 2020/1818, Annex II	-	-	Omission for the first year of disclosure
ESRS E2-4 Amount of each pollutant listed in Annex II of the E- PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #n. 1 of Annex I Indicator number 2 Table #n. 2 of Annex I Indicator number 1 Table #n. 2 of Annex I Indicator number 3 Table #n. 2 of Annex I	-	-	-	-	Not material
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #n. 2 of Annex I	-	-	-	Policies, Actions and Impact, Risk and Opportunity related to Water and marine resources	-
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex I	-	-	-	-	Omission for the first year of disclosure
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #n. 2 of Annex I	-	-	-	-	Not material
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #n. 2 of Annex I	-	-	-	Metrics and Targets related to water, marine resources and water consumption disclosures	-
ESRS E3-4 Total water consumption in m 3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #n. 2 of Annex I	-	-	-	Metrics and Targets related to water, marine resources and water consumption disclosures	-
ESRS 2 IRO-1 — E4 paragraph 16 (a) i	Indicator number 7 Table #n. 1 of Annex I	-	-	-	Impacts, risks and opportunities related to Biodiversity and ecosystems	-
ESRS 2 IRO-1 — E4 paragraph 16 (b)	Indicator number 10 Table #n. 2 of Annex I	-	-	-	-	Not material

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph title in the 2024 Sustainability Statement	Not material
ESRS 2 IRO-1 — E4 paragraph 16 (c)	Indicator number 14 Table #n. 2 of Annex I	-	-	-	-	Not material
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #n. 2 of Annex I	-	-	-	Strategy, Policies and Actions related to Biodiversity and ecosystem	-
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #n. 2 of Annex I	-	-	-	-	Not material
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #n. 2 of Annex I	-	-	-	Strategy, Policies and Actions related to Biodiversity and ecosystem	-
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #n. 2 of Annex I	-	-	-	Metrics and Targets related to Resource use and circular economy	-
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #n. 1 of Annex I	-	-	-	Metrics and Targets related to Resource use and circular economy	-
ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #n. 3 of Annex I	-	-	-	Strategy related to Own workforce Material impacts, risks and opportunities and their interaction with strategy and business model Policies and Actions related to Own Workforce Deep dive on human rights	-
ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #n. 3 of Annex I	-	-	-	Strategy related to Own workforce Material impacts, risks and opportunities and their interaction with strategy and business model Policies and Actions related to Own Workforce Deep dive on human rights	-
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #n. 3 and Indicator number 11 Table #n. 1 of Annex I	-	-	-	Strategy related to Own workforce Polices and Actions related to Own workforce	-
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21	-	-	Delegated Regulation (EU) 2020/1816, Annex II	-	Strategy related to Own workforce Polices and Actions related to Own workforce	-

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph title in the 2024 Sustainability Statement	Not material
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #n. 3 of Annex I	-	-	-	Strategy related to Own workforce Polices and Actions related to Own workforce	-
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #n. 3 of Annex I	-	-	-	Strategy related to Own workforce Polices and Actions related to Own workforce	-
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #n. 3 of Annex I	-	-	-	Polices and Actions related to Own workforce Processes to remediate negative impacts and channels for own workforce to raise concerns	-
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #n. 3 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II	-	-	-
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #n. 3 of Annex I	-	-	-	-	-
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #n. 1 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II	-	-	-
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #n. 3 of Annex I	-	-	-	Metrics and Targets related to Own workforce	-
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #n. 3 of Annex I	-	-	-	-	-
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #n. 1 and Indicator n. 14 Table #n. 3 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)	-	-	Not material
ESRS 2-SBM3—S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #n. 3 of Annex I	-	-	-	Strategy, Policies and Actions related to Workers in the value chain	-
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #n. 3 and Indicator n. 11 Table #1 of Annex I	-	-	-	Strategy, Policies and Actions related to Workers in the value chain	-
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #n. 3 of Annex I	-	-	-	Strategy, Policies and Actions related to Workers in the value chain	-

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph title in the 2024 Sustainability Statement	Not material
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #n. 1 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	-	Strategy, Policies and Actions related to Workers in the value chain	-
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19	-	-	Delegated Regulation (EU) 2020/1816, Annex II	-	Strategy, Policies and Actions related to Workers in the value chain	-
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #n. 3 of Annex I	-	-	-	Strategy, Policies and Actions related to Workers in the value chain	-
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #n. 3 of Annex 1 and Indicator number 11 Table #1 of Annex I	-	-	-	-	Not material
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator number 10 Table #n. 1 Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	-	-	Not material
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #n. 3 and Indicator number 11 Table #n. 1 of Annex I	-	-	-	Impact, risk and opportunity related to Consumers and end-users	-
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #n. 1 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	-	Impact, risk and opportunity related to Consumers and end-users	-
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #n. 3 of Annex I	-	-	-	Strategy, Policies and Actions related to Consumers and end-users Impact, risk and opportunity related to Consumers and end-users	-
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #n. 3 of Annex I	-	-	-	-	Not material
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	Indicator number 6 Table #n. 3 of Annex I	-	-	-	-	Not material
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #n. 3 of Annex I	-	Delegated Regulation (EU) 2020/1816, Annex II	-	Governance and policies related to Business conduct	-
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)	Indicator number 16 Table #n. 3 of Annex I	-	-	-	The role of the management and supervisory bodies	-

RECONCILIATION TABLE RELATED TO GENERAL INFORMATION

Standard ESRS	Sustainability statement paragraph	Notes
General		
ESRS 2 BP-1 General basis for preparation of the Sustainability statement	• Basis for preparation • For more details related to the scope of the document please refer to note 2 '5-Principles of control and consolidation' of the Campari Group-Consolidated Financial statements at 31 December 2024')	
ESRS 2 BP-2 Disclosures in relation to specific circumstances	• General information • Basis for preparation • For more details related to the incorporation by reference applied by Campari Group please refer to Appendix section of the 'Sustainability statement'	• ESRS 2 BP-2 par 10.b is not applicable since the improvements planned to increase accuracy is underway • ESRS 2 BP-2 par. 11.a-b.i are not applicable • ESRS 2 BP-2 par. 13-14 are not applicable since this is the first Sustainability Statement with ESRS • ESRS 2 BP-2 par. 17 is not applicable since Campari Group exceeds the average number of 750 employees
Governance		
ESRS 2 GOV-1 The role of the administrative, management and supervisory bodies	• The role of the management and supervisory bodies • Risk management and internal controls over sustainability reporting • Technical competences over ESG matters • Committees	• For more information related to ESRS 2 GOV-1 par. 21, 22.a-c.ii, 22.d and 23.a please refer to the section 'The role of the management and supervisory bodies' • For more information related to ESRS 2 GOV-2 par. 22.c.iii please refer to the section 'Risk management and internal controls over sustainability reporting' • For more information related to ESRS GOV-1 par. 23 please refer to the section 'Technical competences over ESG matters' • For more information related to ESRS GOV-1 par. 23.b please refer to the section 'Committees'
ESRS 2 GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	• The role of the management and supervisory bodies • Presentation of the results of the Double Materiality Assessment process — DMA	• For more information related to ESRS 2 GOV-2 par.26.a-b please refer to the section 'The role of the management and supervisory bodies' • For more information related to ESRS 2 GOV-2 par.26.c please refer to the section 'Presentation of the results of the Double Materiality Assessment process — DMA'
ESRS 2 GOV-3 Integration of sustainability-related performance in incentive schemes	• The role of the management and supervisory bodies	• For more information related to ESRS 2 GOV-3 par.29 please refer to the section 'The role of the management and supervisory bodies'
ESRS 2 GOV-4 Statement on due diligence	• Due diligence process and human rights	• For more information related to ESRS 2 GOV-4 par.30, 32 please refer to the section 'Due diligence process on sustainability'
ESRS 2 GOV-5 Risk management and internal controls over sustainability reporting	• The role of the management and supervisory bodies • Risk management and internal controls over sustainability reporting	• For more information related to ESRS 2 GOV-5 par.36.a-e please refer to the sections 'The role of the management and supervisory bodies' and 'Risk management and internal controls over sustainability reporting'

Standard ESRS	Sustainability statement paragraph	Notes
Strategy		
ESRS 2 SBM-1 Strategy, business model and value chain	• Campari Group's Value Chain	• For more information related to ESRS 2 SBM-1 please refer to paragraph 'Strongly positioned for future growth: our ambition roadmap' of the Management board report • ESRS 2 SBM-1 par. 40.b-c are not applicable since Campari Group applied the phased-in provision • ESRS 2 SBM-1 par. 40.d.i-iv, 40.e-f, 41 are not applicable to Campari Group • For more information related to ESRS 2 SBM-1 par. 40.g, please refer to the 'Sustainability strategy and business model' paragraph and each chapter related to the ESRS specific topic
ESRS 2 SBM-2 Interests and views of stakeholders	• Engagement with stakeholders	• ESRS 2 SBM-2 par. 45.c.i-iii are not applicable to Campari Group • For more information related to ESRS 2 SBM-2 par. 45.d please refer to sections 'The role of the management and supervisory bodies' and 'Stakeholder involvement'
ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	• Presentation of the results of the double materiality assessment process	• ESRS 2 SBM-3 par 48.e is not applicable since Campari Group applied the phased-in provision • ESRS 2 SBM-3 par 48.g is not applicable since this is the first year Campari Group is applying the CSRD
Impact, risk and opportunity management		
IRO-1	• Due diligence process and human rights • Risk management and internal controls over sustainability reporting • Presentation of the results of the double materiality assessment process	• ESRS 2 IRO-1 par.53.h is not applicable for Campari Group
IRO-2	• Presentation of the results of the double materiality assessment process • List of datapoints in cross-cutting and topical standards that derive from other EU legislation	• For more information related to ESRS 2 IRO-2 par. 56 please refer to the section 'List of datapoints in cross-cutting and topical standards that derive from other EU legislation' • ESRS 2 IRO-2 par.57 is not applicable for Campari Group

ENVIRONMENTAL INFORMATION

ESRS E1 CLIMATE CHANGE

GOVERNANCE, STRATEGY AND POLICIES MITIGATION AND ADAPTATION RELATED TO CLIMATE CHANGE

On 11 April 2024, the corporate bodies responsible for the adoption and execution of a new Remuneration Policy presented a new one to the AGM, proposing the introduction of a new long-term variable incentive plan for senior management, following also the suggestions resulting from the stakeholders' dialogue resulting from previous AGM meetings. For detailed information refer to the 'Governance' section in the Management Board Report and to section '7-v.Share-based payments' included in the Campari Group Consolidated Financial statements.

Sustainability-related features, objectives and criteria are increasingly integrated into corporate processes and procedures. This includes the specification of sustainability requirements within procurement guidelines, managing supplier relationships, consideration of environmental and social issues in new product development projects and embedding sustainable management principles into employee training and professional competence-building programs.

Campari Group's Environmental Policy (or 'Policy') is part of the key global policies, and is integrated into the broader Quality, Food Safety, Occupational Safety and Environmental Policy, which was revised and updated in 2024. The Policy addresses the themes of climate change mitigation and adaptation and focuses on corporate commitments regarding the reduction of GHG emissions from direct operations and the value chain, limiting water usage intensity in the production process, ensuring that wastewater discharge complies with applicable legislations, managing waste to minimise landfill disposal and promoting initiatives related to the circular economy in packaging materials. Since most of the production sites are ISO-certified, the requirements of the standard, as well as the guidelines of industry associations, including food and beverage and spirits associations, and spirits and voluntary frameworks, were considered when updating the Policy. Moreover, with this Policy Campari Group is committed to the preservation of biodiversity through cooperation with business partners along the value chain. The Policy is recognizing the impact of upstream and downstream business activities, emphasizing engagement with value chain suppliers (especially related to raw materials, packaging and logistics service providers) to align with the Group's objectives and key material topics.

The revised double materiality analysis led to the identification of new material topics with negative impacts for which new ambitions and mitigations will be formulated in the near future, including the strengthening of circular economy initiatives, the expansion of biodiversity actions and an increased focus on the management of water in the Group value chain.
Accountability for implementing the Environmental Policy lies with the Chief of Supply Chain, a C-suite executive and the highest-ranking position within the Campari Group directly overseeing environmental matters. To drive environmental improvements, several of the Group's manufacturing sites have obtained certification under the ISO 14001 Environmental Management System. The performance of the Environmental Certification rate (%), measured as bottles produced in production units certified according to international standards for the environment, slightly increased in 2024, compared to the previous year. For more information on the Environmental Certification rate of Campari Group, refer to the 'Other ESG information' section.
In formulating the Policy and its objectives, Campari Group aligns with guidelines from industry associations in the food, beverage, and spirits sectors, as well as voluntary frameworks specific to the beverage industry represented by FSSC22000, ISO45001, ISO14001 and their amendment and additions. The development process for the definition of the Policy incorporated key industry topics, market and technological trends, investor expectations, regulatory changes, and insights from local engagements at operational sites. For more information on the stakeholder involvement refer to 'Engagement with stakeholders' in General Information section. Contributions from academic experts further ensured the Policy's relevance and robustness. The Policy is available on the Campari Group corporate website and is shared with stakeholders, including customers, in supplier engagement processes, with the aim of integrating environmental initiatives along the value chain.

The Group has established a Control, Risks, and Sustainability Committee within the Board of Directors with the purpose of overseeing sustainability matters and integrating environmental risks within its broader global risk assessment process. This is one of the most important steps comprising, among others, the Self Risk Assessment ('SRA') that is conducted at different levels and functions, including environmental sustainability. It assesses the risks of both acute and chronic climate change impacts, as well as potential regulatory shifts and market disruptions driven by climate change. The findings of the SRA include action plan that considers the need to develop updated policies and procedures, investments, operational improvements, and emergency preparedness and response strategies. This proactive attitude seeks to make Campari Group resilient amidst changing climate-related difficulties.
With reference to climate change adaptation, Campari Group incorporates its Policy into the overall business risk assessment processes. The outcomes from the periodic risk analyses (the latest one completed in September 2024) formulate plans for specific adaptation measures designed to address physical climate risk. Such measures would include targeted investments in emergency preparedness strategies and operational enhancements at manufacturing locations to make them more resilient. Regarding supplier engagement, Campari Group assesses physical risks by evaluating business continuity, ensuring a stable supply chain and guaranteeing the reliability of supply commitments. In the future, the Group will continue broadening the risk assessment with suppliers to include both physical and transitional risks pertinent to their operations. The risk assessment process required by CSRD will be pivotal to ensure a more comprehensive evaluation of climate-related risks along the full value chain.

Energy efficiency is one of the fundamental pillars of emission-reduction strategies in the manufacturing industry. It consists of productivity improvements to larger-scale, and transformational initiatives such as the adoption of advanced energy-efficient technologies. Examples include innovations in various processes like distillation. In addition, energy efficiency is increasingly viewed as an important element of supplier engagement, especially in industries where raw materials and packaging are one of the primally inputs.

Deployment of renewable energy in direct operations is an integral part of the Campari Group Environmental Policy with defined time-based objectives. At least 90% of the power used within the Campari Group's operations by 2025 will come from renewable energy. This commitment, which is also included in the remuneration performance metrics for Executive members, includes both energy generated from own renewable assets and energy procured through recognised market-based instruments, such as guarantees of origin or renewable energy certificates. Moreover, the emission reduction strategies for manufacturing sites include securing renewable thermal energy or, alternatively, the electrification of heat processes. The Group encourages key suppliers of goods and services to procure renewable energy sources, promoting sustainability across the supply chain. This collaboration fosters broader systemic change within the Group industry and beyond.

TRANSITION PLAN FOR CLIMATE CHANGE

In order to address the transition plan for climate change, which will be prepared within next two years, Campari Group has identified some key decarbonization levers that exist across its operations, value chain, and product portfolio to drive the sustainability processes, namely:

OWN OPERATIONS

- ENERGY AND PROCESS EFFICIENCY
  Aiming to optimize energy consumption and enhance the process efficiency of all Group facilities;
- BEST AVAILABLE TECHNOLOGY IN ENERGY RECOVERY
  Implementing the best technologies available for energy recovery to waste as little as possible and use the most amounts of energy;
- ELECTRIFICATION OF HEAT UTILITIES
  Transitioning the operations from fossil fuel-based heat solutions to electric-based solutions to reduce carbon emissions;
- RENEWABLE ELECTRICITY AND FUELS
  Transitioning to renewable electricity sources and renewable fuels, using market-based instruments to track and incentivize this shift.

VALUE CHAIN

- OPTIMIZATION OF DISTRIBUTION SERVICES
  Optimizing the distribution services to lower energy consumption and associated emissions;
- INCREASE IN INTERMODAL TRANSPORT
  Increasing logistics efficiency by diversifying into greener transport modes, such as rail and shipping in addition to road transportation;
- SWITCH TO RENEWABLE FUELS AND ELECTRIC TRUCKS
  Shifting gradually to electric trucks and using renewable fuels for transportation, thereby reducing carbon emissions, is one of the core initiatives;
- SUPPLIER ENGAGEMENT
  Engaging with Group suppliers to encourage the use of renewable energy and fuels in their operations;
- REGENERATIVE AGRICULTURE FOR RAW MATERIALS
  For commodities sourced from farmland, promote regenerative agriculture practices that enhance soil health and sequester carbon;
- BIOFUEL TRANSITION OF INGREDIENT PROCESSING
  Driving the energy transition in the ingredient processing operations where biofuels will play a more sustainable role.

PRODUCT PORTFOLIO

- PACKAGING INNOVATIONS
  Looking for ways to redesign packaging to minimise material intensity, reduce weight, and avoid over-packaging;
- ALTERNATIVE PRODUCTION AND DISPENSING CONCEPTS
  Looking at innovative ways of packaging and dispensing that are more environmentally friendly.

The spirits' industry does not have significant 'locked-in' emissions associated with its operational assets or business activities. In the main manufacturing facilities, there are both fossil fuel and renewable energy sources, thus providing pathways for transitioning to lower-carbon alternatives. Additionally, there are well-established technical options to reduce dependence on thermal energy in production processes, further minimizing emissions. The nature of products, defined by recipes and guaranteed sourcing, is such that it usually demands long-distance transportation from the manufacturing locations to the final consumer. For this distribution, shipping transport plays a key role and will have to go through a decarbonization transition using alternative fuels, along with innovations in logistics technologies. Campari Group did not account for any significant 'locked-in' emissions resulting from the use of the finished products themselves. The post-consumer packaging is designed for circularity, making it suitable for recycling and reuse in accordance with sustainability goals. Campari Group, operating into the beverage sector, is included in the EU-Paris aligned Benchmarks.

The Transition Plan will be implemented in the coming years, and currently, detailed information regarding the financial resources allocated to the action plan is not available. Efforts are underway to finalise the budgetary allocations necessary to support the plan's initiatives and objectives.

IMPACTS, RISK AND OPPORTUNITIES RELATED TO CLIMATE CHANGE

Between 2023 and 2024 Campari Group has undertaken a thorough climate change risk assessment to evaluate and better understand the potential impacts of climate change on its operations and strategies on its value chain. This assessment includes an in-depth analysis of environmental risks, opportunities for sustainability improvements, and the development of mitigation and adaptation plans. By doing so, the Group aims to enhance its resilience and contribute positively to global climate action efforts.

Climate- and nature-related risks encompass the potential for adverse impacts on human lives, livelihoods, health, assets, services, biodiversity, ecosystems, supply chains, and infrastructure. These risks stem from shifts in climatic patterns, rising global temperatures, and other environmental challenges. Physical risks refer to the growing intensity and frequency of climate- and weather-related events, such as floods, droughts, and tropical storms, as well as ecological issues, including soil degradation and the decline of pollinator populations. Transition risks and opportunities pertain to structural changes associated with the shift to a low-carbon, environmentally sustainable economy, driven by evolving consumer behaviors, advancements in technology, and the implementation of climate- and nature-focused policies and regulations.

An explanation of the principal aforementioned challenges is presented below. All of these findings highlight critical vulnerabilities requiring attention or opportunities that were embedded in the DMA for 2024.
These include material risks linked to energy use, mitigating and adapting to climate change:

- PHYSICAL RISKS
  Both acute (short-term) and chronic (long-term), which include potential impacts that climate change will have on the Group's physical assets, infrastructure, and farmland. These risks could arise from extreme weather events, sea-level rise, and other climate-induced phenomena that could cause damage or disrupt operations.

- TRANSITION RISK
  This would result from the transition to a low-carbon economy: evolving policy and regulation; changing customers and investors' expectations; fluctuating supply chain costs; and the rate of development of new technologies and market dynamics. Governments are gradually beginning to strengthen their climate policies, and consumer preferences are changing. Companies, therefore, must alter their business models to avoid competitive and financial pressures.

Overall, this comprehensive assessment underlines the range of risks and opportunities

that could affect the resilience and sustainability of the Group's business and that require proactive management and strategic adaptation. The resilience analysis focused on critical operational assets, including utilities, transportation networks, and agricultural commodity supply chains and it evaluated the flexibility of core manufacturing processes. In doing so, both physical and transition risks and opportunities were considered. The analysis focused primarily on identifying the key products that generated the greatest revenues for the Group, including production facilities, supply chains, and distribution networks. This approach provided a deep understanding of the vulnerabilities and how they could disrupt the Group's core operations and revenue streams.

Physical risks to manufacturing assets were assessed through a desk study using geospatial data and insurance industry risk models compatible with climate scenarios. However, due to data constraints and lack of visibility into the activities of suppliers, many of the findings had to be proxy estimates based on high-level assumptions. For this reason, global and regional risk maps were used to identify key risk areas and hotspots.
Because the overall policy and regulatory changes are uncertain, this study mostly focuses on known developments in climate-related policy, with a special emphasis on Europe, where such policies are more developed. The analysis considers the broader transition to a lower-carbon and more resilient economy, based on crucial assumptions about the scale, speed, and geographical distribution of the risks. It also includes, but is not limited to, other risk factors, such as regulatory changes and technological disruption. Three likely scenarios have been developed to describe these different outcomes: negatively critical, highly positive, and moderate. The transition is framed within the context of macroeconomic trends, consumption patterns, energy systems, and technological deployments. The time horizons used for the analysis were 2030 and 2050 to represent the near-term and long-term strategic targets respectively, where relevant, were set as part of a science-based approach. The three climate change scenarios considered, are:

- representative Concentration Pathway ('RCP') 2.6 with Shared Socioeconomic Pathway ('SSP') 1-an element of the 'green road' pathway, assuming global warming of +1.5°C;
- RCP 4.5 with SSP2, a pathway based on the 'middle of the road' concept, assuming global warming at +2.4°C;
- RCP 8.5 combined with SSP5, which includes a fossil fuel-based growth pathway with assumed global warming at +4°C.

The potential financial impact of material risks was selectively studied, focusing on agricultural commodities, particularly price volatility and supply chain disruptions, and glass packaging, considering the cost of carbon emissions and the regulatory effect. For direct operations, the physical risk of operational disruption and business continuity was considered. This in-depth risk assessment, which has been initiated and is still ongoing and being refined, reflects the financial consequences of both short- and long-term environmental and policy changes, with the quantification for 2024 available and the 2025 budget currently being defined. Related investment in CapEx is disclosed in the 'Climate change commitments, Actions and Metrics' section below.

The most significant uncertainties in this report stem from the scale and variance of risk quantifications, the combined effects of multiple risks, and the increasing possibility of a similar risk to occur over larger and more connected areas. While asset-level physical risk methodologies are well established, area-level risk assessments -especially those including complex supply chain and infrastructure systems- lack a clear, standardized framework, leading to a wide variety of approaches. As the study progresses, further in-depth analysis will continuously refine both resilience assessments and risk evaluations. In addition, a forthcoming study as part of the upcoming climate transition plan will develop the broader adaptation of business models in more detail. This plan will analyse how companies can better adapt to the evolving challenges of climate change.

The main findings from the resilience analysis of the Group's assets and value chain are as follows:

- The spirit industry is strongly linked to agricultural raw materials, packaging materials and large distance distribution from origin to consumption.
- Most of the carbon footprint is in value chain and not in direct manufacturing.
- The spirits industry possesses proven and scalable technologies and energy supply solutions that can significantly support decarbonization. Greater adoption of energy recovery technologies in distillation, and increased sourcing of renewable energy are assumed.
- For many products the legal (product definitions) and traditional (controlled designation of origin) conditions constrain the place of manufacturing and/or ingredient sourcing while consumer markets are distant. This poses a particular challenge for decarbonization and exposes the industry to location-based climate risks.
- Climate risks with secondary effects on supply chain resilience and market volatility must be regularly integrated into the broader corporate risk assessment process. Climate change scenarios indicate the increased risk of supply chain disruption and disturbance and market volatility, which must be regularly fed into the business continuity and supplier engagement agenda.
- The most vulnerable regions to climate change are those with limited sourcing options, where large-scale disruption cannot offer alternatives (e.g. geographically limited grape and agave sourcing regions). Extreme weather events may lead to increased frequency in time and space, and more severe acute or chronic disruptions in supply chains, including damage to crops, production and distribution, energy and fuel supplies.
- Most regions where raw materials, production and distribution are located are assumed to be affected. Impacts on farming are expected from drought risks in the Mediterranean region (Italy), the dry areas of the United States' corn belt, while variability in rainfall and irrigation could affect sugarcane cultivation in the Caribbean and South America. Botanicals deserve special attention as the risks are poorly understood; erratic weather conditions that alter sensitive habitats are believed to pose the highest risk of crop harvest and plant migration.
- Campari Group's manufacturing sites are moderately and punctually affected: hurricane risk in Jamaica, water supply risks at other sites (Mexico, Italy, Greece).
- Provided that established experience will favour new farming practices (regenerative agriculture) and that regulations/incentives for farmland to include conscious ecosystem services, agriculture can improve soil resilience, long-term productivity, and biodiversity restoration.
- It is assumed that the energy-intensive packaging industry will gradually progress with the technological transition to low-emission production, especially for container glass. Alternative low-carbon packaging is not expected on a medium-term scale.

Campari Group is adopting a phased approach to enhance its understanding of the potential impacts of climate change on its business operations. The main reference for determining the impacts of climate change, and in particular greenhouse gas emissions, is the GHG Protocol Corporate Accounting and Reporting Standard ('GHG Protocol') with several supporting tools and resources, publicly available industry guidelines for sectors such as food, beverage, and spirits, and comparisons with peer companies. The compilation of the emissions inventory started with the screening of the company's activities, then with the collection of value chain data. These, together with available activity data, were used to estimate the key emission categories. Generic product carbon footprints were applied for value chain emissions, for instance, for packaging, agricultural raw materials, and semi-finished products. These carbon footprint benchmarks enabled the quantification emissions impacts and a better understanding of the overall environmental footprint.

MOST RELEVANT PHYSICAL RISKS AND OPPORTUNITIES (INCLUDING DMA RESULTS)

Campari Group analyzed its assets and business activities, focusing on raw material sourcing, packaging, distribution and infrastructure, to assess exposure to physical risks. These include acute events, such as droughts, flooding, heat waves, and heavy precipitation, and chronic risks like heat stress, water stress, land-use changes and temperature variations. The assessment evaluated key production facilities for criticality and substitution potential, reviewed purchased goods, analyzed commodity flows, and mapped sourcing regions for main agricultural commodities. The risks identified for further analysis include: extreme weather events, such as hurricanes and heavy rainfall, affecting Jamaican production sites, with one site also vulnerable to rising sea levels; water stress threatens six major locations across Italy, Greece, Mexico, and Australia; broader value chain risks involve intensifying extreme weather and water stress; heat stress impacts outdoor operations, agriculture, and construction, particularly during heat waves in Europe, the United States and Brazil, and in high-temperature, high-humidity tropical and subtropical regions.

CLIMATE CHANGE - CHRONIC PHYSICAL

Physical risks to manufacturing assets were assessed in a detailed study using geospatial data and insurance industry risk models compatible with the climate scenarios considered. Due to limitations in available information and limited disclosures of suppliers' activities, many high-level assumptions were made with a global view of key risks and hotspots (using global and regional data and risk maps). Due to the uncertainty of policy and regulatory risks, the focus was on known developments, mainly in Europe (carbon pricing).

The critical assumptions about the transition to a lower-carbon and resilient economy were related to the scale, speed, and geography of risks, including risks other than climate-related. Negative, positive, and moderate scenarios were defined for the study. The transition was put into the context of macroeconomic and consumption trends, energy systems, and technology deployments.

The time horizons used were 2030 and 2050. The first two were connected with near- and long-term target setting (science-based approach). The climate change scenarios used in the study, as anticipated, were the following: RCP 2.6 with SSP1 ('green road' pathway) with global warming +1.5°C, RCP 4.5 with SSP2 ('middle of the road' pathway) with global warming +2.4°C, and RCP 8.5 SSP5 (fossil-fuelled growth) with global warming +4°C.

The potential financial effects from material risks were studied selectively with a focus on agricultural commodities (pricing volatility and supply disruptions) and glass packaging (cost of carbon, regulation), and for direct operations, the physical risks of disruption and business continuity.

Looking at the high emission scenario (RCP 8.5 SSP5) with fossil-fuelled growth, the Group identified the following climate-related hazards to be affecting our business with more frequency and severity:

- Temperature-related heat stress and heat waves affecting outdoor operations (construction, logistics, travel), increasing the risk of accidents, and lowering the efficiency of outdoor activities.

- Wind-related extreme weather incidents, with the main impact in hurricane regions (e.g., Caribbean), leading to disruptions and damage.

- Water-related extreme weather (extreme rainfall with flash flooding, or persistent drought) predicted to occur in several regions, leading to disruptions, infrastructural damage, crop loss, and price volatility.

- The overall risk of local or widespread disruption to supply chains, physical assets, infrastructure, energy, and water supplies is considered increasing and severe in a high-emission climate scenario.

- Potential financial impacts stem from infrastructure damage, rerouted supplies, reduced capacity, and alternative sourcing, with additional costs incurred to maintain service levels and deploy continuity measures.

In the high-emission scenario of continued global growth (RCP 8.5 SSP5), consumer markets would offer commercial growth opportunities, but serving the markets would become extremely difficult due to the rising risk of supply chain and route-to-market disruptions and volatility (extreme weather, crop losses), ultimately resulting in major changes in supply chains (especially looking beyond 2050 with major shifts in agricultural conditions for main commodities for the industry).
In terms of mitigation and adaptation, the short- and mid-term measures should include enhanced engineering standards and flood response procedures, while engaging strategic suppliers to address physical risks and business continuity. Supply chains are expected to prioritize infrastructure criticality and exercise preparedness to manage more frequent disruptions. In the longer term, adaptation should include the transition to new supply chain networks and route-to-market, building resilience in agricultural production and general infrastructure.

WATER STRESS
Campari Group faces vulnerability from water stress at manufacturing sites with significant operations or high vulnerability to water supply disruptions. Using the Aqueduct 4.0 Water Risk Atlas, the Group identified at-risk sites and conducted local assessments in 2024 to address global risks with site-specific analyses and mitigation measures. As water stress zones have expanded, including Italy, further investigations are required. Local evaluations consider physical constraints, regulatory and policy changes, reputational factors, and regional economic activity affecting water use. Water stress can lead to production losses or limit capacity growth at affected sites. To mitigate these risks, the Group plans investments in water reuse, reduction, and recycling technologies to sustain current and future operations (for information on the CapEx amount invested refer to 'Metrics and Targets related to water and marine resources' in 'ESRS E3 Water and marine resources' section).

WATER STRESS IN UPSTREAM VALUE CHAIN - CHRONIC PHYSICAL
The risk of chronic water stress from heat and drought affects farms supplying agricultural raw materials and semi-finished products to Campari Group. Using the Aqueduct 4.0 Water Risk Atlas and supplier disclosures, the Group identifies vulnerable regions and monitors risks through market intelligence reports. Severe droughts are expected to heighten market volatility, impacting commodity prices and availability, particularly for geographically constrained or regulated crops like grapes and sugar. Persistent drought conditions amplify financial risks as climate change progresses, with long-term impacts anticipated to be significant. The most affected regions are located in France, Italy, Mexico and the United States. Strategies to address the risk include breeding drought-resistant crop varieties, improving irrigation techniques, and relocating sourcing to less vulnerable regions. Notable initiatives involve research into resilient crops in the United Kingdom, innovative wine production methods in France, and the use of wastewater for sugarcane irrigation in Martinique (for information on the CapEx amount invested refer to 'Metrics and Targets related to water and marine resources' in 'ESRS E3 Water and marine resources' section).

WATER, REDUCED USAGE
IN DIRECT OPERATIONS

To mitigate the risks of water stress and supply disruptions, Campari Group has implemented an enhanced water improvement program focused on reduction, reuse, and recycling. These measures help free up capacity for future growth and sustain operations during supply constraints, ensuring resilience and enabling production expansion (for information on the CapEx amount invested refer to 'Metrics and Targets related to water and marine resources' in 'ESRS E3 Water and marine resources' section).

To assess the anticipated financial effects Campari Group has identified the applicable physical risks as follows: extreme rainfall/wind due to hurricanes and tropical storms in three locations in Jamaica (regions: Clarendon, Saint Elizabeth, Kingston), sea level rise/flooding in one near-sea location in Jamaica (region Kingston), risk of drought limiting water supply at six locations, two in Italy (region Piedmont), one in Greece (region Thessaly), one Mexico (region Jalisco), one in Australia (region Victoria). Small sites and non-material physical risks are not considered as insignificant. For these identified sites, the Group has qualitatively assessed the possible anticipated financial effects in relation to additional protective measures (i.e., CapEx, increased building standards) and operational changes (i.e., emergency operating procedures, business continuity provisions). The financial effects related to physical risks (mainly the impact of acute physical risks, i.e., extreme weather) were assessed qualitatively for the following business activities: supply of raw material (price volatility, supply disruptions due to loss of crop or poor harvest), stability of energy (power supply disruptions due to extreme weather conditions), distribution (delivery and distribution by land and sea disrupted by extreme weather conditions). The risk assessment of assets was conducted in cooperation with an insurance provider. The climate change scenarios were used with risk maps for different climate risks, under scenarios of RCP 2.6, 4.5 and 8.5. In addition, water risk was evaluated as physical water stress until 2030 using Aqueduct Water Risk Atlas 2.0. (for information on the CapEx amount invested refer to 'Metrics and Targets related to water and marine resources' in 'ESRS E3 Water and marine resources' section).

MOST RELEVANT TRANSITIONAL RISKS AND OPPORTUNITIES (INCLUDING DMA RESULTS)

Potential transition events were identified for each climate scenario the Group analyzed, varying in intensity and likelihood. Campari Group conducted an analysis of transition risks based on a wide variety of sources, including global policy studies, industry trends, market research and our peer group. The main transition risks identified in the analysis were associated with policy and regulatory developments, including carbon pricing and energy system change, as well as emerging customer, consumer, and investor demand. There was also significant financial exposure within the supply chain due to the costs related to the transition to a low-carbon economy and due to technology and market changes affecting the products that it delivers. These main identified vulnerabilities are a key part of the Group's long-term strategic planning, as the Group continues to monitor and adapt to changing circumstances.

Transitional effects could derive from the following:

- policy and regulations (focus on carbon pricing, emission controls, packaging, agriculture, energy transition, increased reporting requirements, water restrictions);
- customer and consumer trends (transparency and use of Product Carbon Footprints, minimum requirements on packaging, brand value of sustainability features, requirement to commit to science-based targets);
- investor expectations/reputation for stakeholders and society (disclosure of risks, targets and progress made, commitment to science-based targets, competition for raw materials, access to finance, stigmatization of industry);
- costs of supply chain (volatility of commodities, financing the energy transition by key suppliers);
- technology and market changes (new packaging, new raw materials for spirits, new manufacturing technologies, speed and scale of low-carbon products from suppliers).

An in-depth description of transitional risks and opportunities is provided below:

CARBON PRICING

The rising of carbon pricing policies, particularly in Europe's glass industry, could impact Campari Group due to its reliance on glass packaging, which contributes significantly to its Scope 3 carbon footprint. Medium-term effects are expected from existing regulations and the Emission Trading Scheme. If carbon pricing extends to other sectors, it may lead to indirect cost pressures on raw materials, packaging and energy-intensive services.

CLIMATE CHANGE, TRANSITION TO LOWER EMISSION TECHNOLOGY AND PRODUCTS

The vulnerability lies in the glass packaging industry's slow transition to low-emission technologies, which are crucial for reducing CO2 emissions in the spirits industry. The process is hindered by existing assets that can only achieve limited emission reductions, with significant progress requiring new furnaces and the use of renewable energy sources. This transition could lead to a temporary or persistent shortage of low-emission glass containers, as the industry's shift to new technologies may not meet the demand for emission reductions across beverage companies and glass manufacturers. The main response involves ensuring full emission disclosure from strategic suppliers and establishing agreements on their CO2 transition plans.

CLIMATE CHANGE, SOIL AND FARMING

This vulnerability pertains to the second-largest source of CO2 emissions in Campari Group's value chain: farming and the processing of agricultural commodities like sugarcane, maize, barley, and agave. The vulnerability arises from the slow adoption and varying standards of regenerative farming practices, which aim to reduce emissions through soil conservation, ecosystem services and sustainable use of fertilisers and fuels. The transition, in fact, may not proceed quickly or broadly enough to decarbonise agricultural value chains effectively. Financially, this risk exposes agriculture to rising energy costs, soil degradation, and loss of ecosystem services. Campari Group's response includes engaging suppliers to adopt globally recognised certification schemes that promote regenerative farming, biodiversity, and water stewardship. The Group also ensures that its directly managed farms, such as vineyards in France, adhere to these schemes, with participation levels as KPIs. Examples of schemes include Cognac Environmental Certification ('CEC') in Cognac and Viticulture Durable in Champagne.

CLIMATE CHANGE: REGENERATIVE FARMING

The opportunity lies in improving farming practices in intensive agriculture, which often relies on fuels and chemical fertilisers while neglecting soil and ecosystem health. Regenerative farming practices aim to boost resilience against climate change, ensure long-term soil productivity, and reduce dependency on chemicals.

Campari Group aims to enhance farm returns by supporting certification schemes for regenerative farming, biodiversity, and water stewardship. The Group endorses globally or regionally recognised schemes to drive widespread adoption. The Group's own farms, like those in France, are also certified, with progress tracked by participation rates. Key certifications include CEC in Cognac and Viticulture Durable in Champagne.

CLIMATE CHANGE: INCREASED DEMAND FOR SUSTAINABLE MATERIALS/PRODUCTS

The growing demand for low-emission packaging materials, particularly bottles, closures, and cans, is driven by the need for reduced carbon footprints. This can be achieved through increased recycled content, material substitution, and energy transitions in the packaging industry. By setting CO2 targets, spirits and beverage companies are pushing for the glass industry's transformation, making it more resilient to rising carbon costs, particularly in the EU ETS. The adoption of new furnace technologies and renewable fuels will lower costs and improve competitiveness in low-carbon packaging. Subsidies for demonstration projects in the EU and the United States can further support this transition. Additionally, demand for certified packaging materials, such as those from sustainable forestry or farming, will aid the adoption of

new, sustainable products. Campari Group's response involves collaborating with strategic suppliers on CO2 transition plans.

CLIMATE CHANGE: INCREASED DEMAND FOR LOW-CARBON TRANSPORT

As beverage and spirits companies set CO2 emission reduction targets, the demand for low-emission transport services is increasing, as transportation accounts for a significant portion of their carbon footprints. The industry is collectively pushing for a transition to renewable fuels, electrification of fleets, and greater use of intermodal solutions, such as more rail and less truck transport. The market is signalling the need for infrastructure and fleet changes, with studies indicating cost-neutral opportunities for renewable rail services and savings for truck transport with renewable fuels. Campari Group's logistics strategy focuses on cost-neutral intermodal transport, increasing the use of renewable fuels and electric trucks, while optimizing shipping container loading, truck routes, and warehousing.

CLIMATE CHANGE: INCREASED AVAILABILITY OF PRODUCTS WITH REDUCED IMPACT

The opportunity lies in developing new packaging formats (alternatives to glass, reuse-refill options), about packaging re-design, requiring from suppliers more recycled content in our packaging. Packaging re-design, reduction of material use (light-weighting), alternative packaging per trade channel, increased recycled content are measures that offer a profitable opportunity to reduce the cost of packaging or the route to market, while reducing the CO2 impact. Campari Group has a dedicated Packaging Research&Development function that is driving the agenda, in collaboration with the Procurement, Sales and Marketing functions.

CLIMATE CHANGE/WATER: IMPROVED RATINGS AND ACCESS TO CAPITAL

Enhancing Campari Group's climate change management will strengthen its ESG ratings and sustainability index positioning, driving positive financial outcomes. Higher ESG ratings attract ESG-focused investors, potentially increasing investment and improving debt conditions. More specifically the Group is committed to achieving several key sustainability targets, besides which decreasing by 30% GHG emissions form total supply chain by 2030. For information about the Group funding initiatives ESG-related refer to 'Sustainable core commitments' in the 'The Sustainability Governance model'.

No significant transition risks were identified for the Group's own assets. The main transition risk identified with financial effect is carbon pricing, which leads to an increase in fossil energy costs and incentivises energy transition (investments). The industrial and geographical hotspot involved was considered to be glass containers produced in Europe.

The result of the above-described processes together with the DMA completed for the year 2024 to identify and assess material climate-related impacts, risks and opportunities related to climate change for the reporting period 2024 is summarised below. It should be noted that the topics considered material represent only a subset of the full range of possible scenarios.

Relevant sub topic	Impacts	Risks	Opportunities
Climate Change adaptation	-	Failed transition to a lower-carbon and energy-efficient economic system (Transitional risk)	-
Climate Change mitigation	Contributions to GHG emissions (negative)	Natural disasters (Physical risk)	-
Energy	Increasing energy consumption and contributing to negative environmental impacts due to manufacturing activities (negative)	-	Reducing the energy consumption of the Company's operations (Transitional opportunity)

METRICS AND TARGETS RELATED TO CLIMATE CHANGE

In 2024, Campari Group reported publicly on its climate-related progress, disclosing for the third time to the Carbon Disclosure Project ('CDP') framework. CDP is the most important global questionnaire collecting climate-related data, in which companies gather and externally disclose their strategy, targets and projects aimed at managing and mitigating climate change aspects. Investors and companies use the CDP to make informed decisions, to reward companies that demonstrate leadership and to lead collective climate action.

With regard to the 2024 CDP Corporate questionnaire, Campari Group received a 'B' score (Management level) for the Climate Change section (a slight drop from the 2023 score of 'A-') and an 'A-' score (Leadership level) for the Water Security section, which the Group responded for the first time in 2024. To reach Management and Leadership levels, the Group is expected to demonstrate an awareness of its environmental and water security impacts while implementing effective measures to mitigate them. These scores indicate that Campari Group has successfully managed the environmental impacts of its operations, maintained proper environmental management practices, and developed comprehensive water-related risk assessment strategies and best practices in water management.

In consistency with its Global QHSE Policy, Campari Group continues on its energy efficiency path through its global multi-year program launched in 2020, committing to promote energy-saving initiatives, implement sustainable solutions and decarbonise production activities. In addition to the continuous and robust commitment in reducing the carbon emissions from its direct operations, Campari Group has extended its efforts to the broader supply chain, aiming at reducing total Supply Chain GHG emissions' intensity (Scope 1, 2 and 3) by 30% by 2030 and achieving net-zero emissions by 2050 or sooner.

In 2023 the Group defined its first high-level Net Zero roadmap including actions to deliver the 2025 and 2030 commitments, as well as directional activities reaching beyond the 2030 target.

Targets	2024 Achievements	Next steps
Reduce greenhouse gas (GHG) emissions intensity (kg of CO2/L) from direct operations (Scope 1 and Scope 2 market-based) by 55% within 2025, by 70% within 2030, and by 30% from the total Supply Chain (Scope 1, 2 and 3) by 2030 having 2019 as a baseline.	• Local interventions and investments in the Group's plants according to the energy efficiency and decarbonisation project launched in 2023/2024, including heat pumps, boiler upgrades, thermal vapour recovery in distilling. • Energy Performance (kWh/L) reduced by 43.6% compared to 2019 and by 6.7% compared to 2023. • Greenhouse gas (GHG) emissions intensity performance (kg of CO2/L) from direct manufacturing operations decreased by 8.8% compared to 2023 and by 51.2% compared to base-year 2019. • Greenhouse gas (GHG) emissions intensity performance (kg of CO2/L) for total supply chain reduced by 23.3% compared to 2019 and by 6.2% vs 2023. • Climate risk and opportunities assessment was conducted for the first time following guidance from CDP and CSRD disclosure requirements. A physical risk evaluation was performed, along with a mitigation plan for key manufacturing sites. • CDP-Corporate questionnaire filed with new content requirements. Campari Group received a A- score ('Leadership') to the Water Security section and a 'B' score ('Management') to the Climate Change section.	• Strategy review and target revision to align with CSRD requirements (science-based approach) and reconciliation with current commitments for 2025/2030. • Preparation of a climate transition plan with main levers to reduce emissions and ensure internal alignment. • Completion of a vinasse treatment plant (aerobic digestion with biogas fuel integration) at the Arandas tequila distillery in Mexico. • Utility plant upgrade at the New Yarmouth rum distillery in Jamaica, including a new cogeneration plant and supporting photovoltaic plant. • Boiler replacement at the Appleton distillery in Jamaica. • New high-energy-efficiency dry house for stillage at the Wild Turkey distillery in the United States. • Planning and execution of major energy projects in the 3-year capital investment plan, including projects at main distilleries for energy recovery in distillation, increasing the capacity of renewable energy assets, and anaerobic digestion of distillery stillage.
90% renewable electricity for all Group's production sites by 2025.	• 96.1% of the total electricity used by the Group's production sites comes from renewable sources. The newly acquired Courvoisier cognac company in fact is using 100% renewable power. • Increased production of on-site solar installations by 63% compared to 2023. Extension of photovoltaic system installations at several Group production sites. • Attainment of Guarantees of Origin in all European and Americas plants following RE100[1] Technical Criteria. • Activation in Italy of the Group's first Power Purchase Agreement (wind power, baseload contract), contributing 8% to the total energy intake.	• Explore further Power Purchase Agreements and the extension of solar power assets, including energy storage.

(1) RE100 is a global corporate initiative bringing together hundreds of businesses committed to using 100% renewable electricity in their operations (source: www.there100.org).

Campari Group is committed to reducing the intensity of GHG emissions across its direct operations (Scope 1 and 2) and throughout its entire value chain (Scopes 1, 2 and 3), along with initiatives to use renewable energy and improve energy efficiency in production. Although no specific targets have yet been set to address risks and opportunities related to climate change adaptation or to mitigate physical and transition risks, the Group plans to set absolute emission targets in the next two years based on science-based criteria. The current targets, set in 2021 with a base year of 2019, use an emission intensity metric aligned with the GHG Protocol Corporate Carbon Footprinting Guidance, which allows the impacts from organic and perimeter changes to be included without requiring recalculations. These targets, which are not externally assured, are designed to exceed the reductions required by science-based approaches and are consistent with a net-zero ambition by 2050, with intermediate goals set for 2030, and are inspired by the principles and ambitions of the Paris Agreement, actively contributing to the containment of global temperature increase to within 1.5° C. Scope 3 reduction activities address key categories, such as purchased goods and services, transportation, and distribution. The baseline value used to measure progress towards the targets has been carefully selected to ensure it accurately represents the company's activities and accounts for any significant external influences.

To ensure its robustness, the data has been verified against the operational activity levels for the period and, where necessary, normalized to account for exceptional factors, such as climatic variations or extraordinary events. This approach enables the provision of a reliable and transparent representation of Group's progress toward achieving its targets.

The Group explicitly excludes GHG removals, carbon credits and avoided emissions from its climate mitigation strategy, focusing instead on tangible emission reductions across its operations and value chain. As a consequence, no carbon allowances were purchased during the year 2024, consistent with the practice observed in 2023. This strategic decision reflects the Group's continued commitment to minimizing its carbon footprint by sourcing renewable energy and in 2024, the total costs for Guarantees of Origin amounted to €111.5 thousand. Guarantees of Origin certify that the energy consumed is generated from renewable sources, reinforcing Group's dedication to sustainability and compliance with environmental standards.

By 2030, direct operations are expected to account for up to 5% of total carbon footprint reductions through measures such as energy and process efficiency, adoption of best available techniques for energy recovery and electrification of heat utilities, and the use of renewable electricity and fuels, including market-based instruments. In the value chain, a reduction of 25% is expected, supported by optimizing distribution services, increasing intermodal transportation, transitioning to renewable fuels and electric trucks, and encouraging suppliers to adopt renewable energy and regenerative agricultural practices. Additional efforts include shifting to biofuels in ingredient processing and redesigning packaging to reduce material intensity, weight, and over-packaging while exploring innovative distribution solutions.

Target-setting involved dialogue with investors and alignment with industry ambitions, taking into account typical industry emission reduction rates and the company's organic growth trajectory. The Group tracks its performance using intensity metrics and renewable energy deployment levels, assessing progress against the 2019 baseline, with interim targets set for 2025 and for 2030. Annual reassessments of risks and opportunities, along with detailed analysis of emissions by category and region, further support the implementation of these measures.

ACTIONS AND RESOURCES IN RELATION TO CLIMATE CHANGE POLICIES

The actions planned are well calibrated to achieve the short- and medium-term goals, which are key targets to be achieved in 2025 and 2030. All initiatives promote achievement of the Group's sustainability objectives. The actions described have energy efficiency as a decarbonization lever and, with reference to the Scope 2 emissions reductions initiatives, of the transition to renewable energies. The

above-mentioned climate scenarios, taken into account for risk (and opportunity) analyses, were also used to determine key decarbonization levers.

The key actions planned for delivering this climate-related policy are grouped under the following headings:

SCOPE 1 REDUCTIONS
Activities aimed at reducing emissions directly from production processes, along with increasing energy efficiency to reduce overall energy demand, leveraged as follows:

a) **Industrial energy efficiency**
Energy efficiency efforts were consolidated in 2024 into a Best Practices program encompassing people, process (with digitalisation), techniques and technologies. Campari Group collected the existing best practice from sites and external industry guidance, conducted site assessments and developed action plans for each site, with a focus on big manufacturing locations. The program will continue in the coming years, adapting local demands and capabilities. Selected sites were recognised by the Group Supply Chain for their efforts in 2024 in improving performance and implementing corrective actions despite unfavourable operating conditions (i.e., reduction in production volume).

b) **New technologies**
November 2024 saw the completion of the Campari Group's first advanced energy recovery technology in distillation, the so-called Thermal Vapor Recompression system in pot stills in the GlenGrant distillery in Rothes, Scotland. The solution helps the GlenGrant distillery reduce gas consumption by 30% and water use at the site by more than 20%. In the coming years, Campari Group is investigating energy-recovery technologies for distillation columns also for other sites.

c) **Renewable fuels**
The Campari Group's plant in Arandas, Mexico is completing an anaerobic digester (known as Vinasse Treatment Plant) that will convert the vinasse, a by-product of distillation, into renewable energy (biogas) that will be used as renewable fuel by the site. The plant is due in early 2025 and is expected to cover more than 50% of the site's heat demand. In the coming years, the Group will explore further options and locations of renewable fuels (and electrification of heat supply) available for our sites.

d) Due to **revised demand** for distilled products and operational issues at some plants (including extreme weather events in Jamaica), without considering the impact of Courvoisier, Scope 1 emissions fell by 10.4% compared to the previous year, aligning with the distilled volume reduction (-10%). The benefits of ongoing energy improvement projects were offset by lower capacity utilization and issues related to reduced production.

SCOPE 2 REDUCTIONS
Activities to reduce the levels of greenhouse gases resulting from electricity consumption through procurement strategies and by reducing the use of electricity in production processes, with the following levers:

a) **On-site renewable energy**
Campari Group increased the installed capacity of on-site photovoltaic systems by 1 MWe (including new and extended systems in Australia, Italy, France, Jamaica), increasing solar power generation by 1,354 MWh.

b) **Market-based instruments**
Effective from 2024, the Group has introduced its first Power-Purchase Agreement[1], based on wind farm in Italy that supplies over 30% power to its Italian manufacturing sites; and it also continues to purchase guarantees of origin and renewable energy credits for power sourced from the grids, covering 95.8% of total energy purchased.

1 In December 2023 the Company signed its first multi-year contract for the purchase of electric energy from wind renewable sources (i.e., Off-site Power Purchase Agreement, PPA), active from January 1, 2024.

c) **Industrial energy efficiency**
Campari Group continued to implement and develop best practice programs on energy efficiency (combined with thermal energy), including electricity consumption and baseload reduction.

SCOPE 3 REDUCTIONS
Engaging with suppliers to achieve emission reductions throughout the value chain through continuous company-wide improvements, focusing on indirect emissions, such as fuel and energy-related activities, product use and waste management, with the following levers:

a) **Disclosure on emissions**
In 2024 the Group made an extensive prioritisation of suppliers in terms of absolute contribution to its carbon footprint. These suppliers were identified mainly in the raw materials and packaging categories. Campari Group redefined the engagement process with those partners and required disclosure of emissions pertaining to its products and action plans to reduce emissions. This process will result in better data quality and incorporation of improvements into the Group's carbon footprint. The Group supports and explicitly asks suppliers about energy-efficiency programs, renewable energy sourcing (suppliers' Scope 2), low-carbon product re-design, use of renewable fuels, and electrification of thermal processes and technology transitions (particularly in the glass container industry and in food processing, such as sugar and alcohol). On farms, Campari is tracking the development of best practices in regenerative agriculture.

b) **Logistics optimization**
Campari Group continued and supported low-emission transportation choices in several markets (intermodal, biofuel truck), implemented a series of projects to improve container loading and order fewer trucks for the same volume of goods, and almost completely eliminated air cargo.

c) **Rationalisation of service spending**
2024 was the year when new travel rules were introduced in the Company that contributed to the reduction of emissions (-3,000 tonnes compared to 2023), especially in air travel. The Group improved sustainability-related service KPIs for the supply of Point-of-Sale materials, emphasizing lower emission intensity, recyclability and plastics reduction.

d) **Packaging optimization together with supplier-side emission reductions**
Continuous redesign and improvement of packaging with the aim of minimizing resource usage and adopting a more circular economy concept. These changes are leading to a reduction emissions of -2.5% compared to last year.

e) Major changes in purchased goods and services resulted from an altered manufacturing program in response to **weaker demand** and a **reduction of working capital** in the supply chain. This included revised distillation plans, a reduction in material and finished goods inventories during the year, and additional operational issues at some plants. The reduction in spending on packaging materials was related to reduced bottling volumes, with a global decrease of 16% compared to 2023. The reduction in raw materials for distillation was directly related to changes in the annual distillation program, with a 10% decrease in volume distilled from the previous year (not considering Courvoisier).

Campari Group's ability to implement its actions depends on the availability and allocation of resources. Campari Group's climate change planning activities involve several departments supported by consultancy services on specific topics: carbon footprint analysis, sustainability data platforms, CSRD reporting requirements and mandatory disclosures. In terms of capital expenditure, sustainability projects in supply chain are typically planned over a three-year horizon and are aligned with the Group's Strategic Plan for 2025-2027. In 2024, total CapEx for environmental sustainability was €55.7 million, while allocated projects for 2025 amount to €20.3 million (refer to paragraph 'ii. Property, plant and equipment, right of use assets and biological assets' in the '4. Operating assets and liabilities' note and in 'iv. Use of estimate' in '2. Accounting information and material general accounting policies' of the Campari Group Consolidated financial statements at 31 December 2024). Where possible, the Group also considers third-party solutions, especially for developments close to its sites, such as the treatment and conversion of distillery by-products or the inclusion of renewable energy assets. In addition to these, publicly supported schemes, which provide subsidies or concessional loans, are also considered in pursuit of sustainability objectives.
Within the total CapEx for environmental sustainability and with focus on climate-related projects only dedicated to energy and energy efficiency, the Group allocated €20.9 million in the 2024 (including carry-over from the previous period and new developments) and plans to allocate €16.2 million in 2025.

METRICS

Total energy consumption	UoM	2024	2023
Purchased fuel consumption (including Courvoisier)	MWh	317,706.4	-
Purchased fuel consumption (excluding Courvoisier)	MWh	313,132.0	348,811.2
Purchased fuel consumption from fossil sources	MWh	313,132.0	348,811.2
of which diesel	MWh	18,725.0	18,317.7
of which oil	MWh	59,483.5	75,731.8
of which natural gas	MWh	233,619.0	253,408.6
of which other (gasoline, LPG, propane, kerosene, butane)	MWh	1,304.5	1,353.1
Purchased fuel consumption from renewable sources	MWh	-	-
of which from biofuels	MWh	-	-
of which from biogas	MWh	-	-
of which hydrogen from renewable sources	MWh	-	-
of which other	MWh	-	-
Purchased energy (including Courvoisier)	MWh	47,522.6	-
Purchased energy (excluding Courvoisier)	MWh	46,434.0	51,577.5
Purchased energy from fossil sources	MWh	1,993.6	3,200.8
of which electricity	MWh	1,993.6	3,200.8
of which heat	MWh	-	-
of which cooling	MWh	-	-
of which steam	MWh	-	-
of which other	MWh	-	-
Purchased energy from renewable sources	MWh	44,440.4	48,376.7
of which electricity	MWh	44,440.4	48,376.7
of which heat	MWh	-	-
of which cooling	MWh	-	-
of which steam	MWh	-	-
of which other	MWh	-	-
Purchased energy from nuclear sources	MWh	-	-

Total energy consumption	UoM	2024	2023
Self-generated energy	MWh	14,529.7	12,355.5
Self-generated non-fuel renewable energy	MWh	3,495.3	2,141.7
of which consumed	MWh	3,322.1	2,140.7
of which sold	MWh	173.2	1.0
Self-generated energy from renewable sources	MWh	11,034.4	10,213.9
of which consumed	MWh	8,592.2	6,919.4
of which sold	MWh	2,442.2	3,294.4
Total energy consumed (including Courvoisier)	MWh	377,143.3	-
Total energy consumed (excluding Courvoisier)	MWh	371,480.3	409,448.8
of which from fossil sources (including Courvoisier)	MWh	319,700.0	-
As a percentage of total consumption	%	84.8%	-
of which from fossil sources (excluding Courvoisier)	MWh	315,125.6	352,012.0
As a percentage of total consumption	%	84.8%	86.0%
of which from renewable sources (including Courvoisier)	MWh	57,443.7	-
Share of renewable sources in total energy consumption	%	15.2%	-
of which from renewable sources (excluding Courvoisier)	MWh	56,354.7	57,,436.8
Share of renewable sources in total energy consumption	%	15.2%	14.0%
of which from nuclear sources	MWh	-	-
As a percentage of total consumption	%	-	-

Energy consumption	UoM	2024	2023
From fossil fuels (including Courvoisier)	MWh	319,700.0	-
From fossil fuels (excluding Courvoisier)	MWh	315,125.6	352,012.0
of which from coal and coal products	MWh	-	-
of which from crude oil and petroleum products	MWh	78,794.7	94,220.4
of which from natural gas	MWh	233,619.0	253,408.6
of which from other fossil sources	MWh	718.3	1,182.2
of which consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	MWh	1,993.6	3,200.8

Total energy consumption (Courvoisier)	UoM	2024
Purchased fuel consumption from fossil sources	MWh	4,574.4
of which diesel	MWh	359.2
of which natural gas	MWh	4,215.3
Purchased energy from renewable sources	MWh	1,088.6
of which electricity	MWh	1,088.6

Energy intensity	UoM	2024	2023	% change 2024 vs. 2023
Intensity	MWh/€ million	122.9	140.3	-12.4%
Total energy consumption	MWh	377,143.3	409,448.8	-7.9%
Net revenue	€ million	3,069.7	2,918.6	5.2%
Intensity per litre manufactured (including Courvoisier)	kWh/L	0.42	-	-6.7%
Intensity per litre manufactured (excluding Courvoisier)	kWh/L	0.46	0.45	3.5%

Without considering the impact of Courvoisier, the Energy Performance (kWh/L) was reduced by 37.4% compared to 2019, while increased by 3.5% compared to 2023, mainly due to a volume-mix effect, driven by a reduction in distilled production, which was less than the decline in bottled production, and the baseload effect of reduced operations in several plants.

High climate impact sectors that are used to determine the energy intensity required by paragraph 40	**Sector** Manufacturing - Activity Beverage Industry

Campari Group is active in the 'Manufacturing - Activity Beverage Industry' sector which, as indicated in regulation in NACE Sections A to H and Section L defined in Commission Delegated Regulation (EU) 2022/1288, is considered to be a high climate impact sector.

Campari Group GHG Emission footprint is divided as follows: 8% for Scope 1 and 2 emissions and 92% for Scope 3 emissions.

Scope 1 GHG emissions	UoM	2024	2023	Retrospective Base Year (2019)	% change 2024 vs. 2023
Gross Scope 1 GHG emissions (the consolidated accounting group [the parent and subsidiaries])	tCO2eq	66,573.6	-	-	-9.2%
Gross Scope 1 GHG emissions (the consolidated accounting group excluding Courvoisier)	tCO2eq	65,677.6	73,323.0	76,765.0	-10.4%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%) (the consolidated accounting group [the parent and subsidiaries])	%	-	-	-	-

In 2024, Scope 1 biogenic CO2 emissions from own biomass used as biofuels and from fermentation processes in distilleries were estimated at 34,395 tonnes. The emission factor for biofuels was derived from literature on bagasse fuels in the sugar cane industry, while the emission factor for fermentation was calculated based on the chemical reaction converting fermentable sugars to ethanol and CO2.

Scope 2 GHG emissions	UoM	2024	2023	Base Year (2019)	Retrospective % change 2024 vs. 2023
Gross location-based Scope 2 GHG emissions (the consolidated accounting group [the parent and subsidiaries])	tCO2eq	14,732	-	-	-18.6%
Gross location-based Scope 2 GHG emissions (the consolidated accounting group excluding Courvoisier)	tCO2eq	14,682	18,097	19,900	-18.9%
Gross market-based Scope 2 GHG emissions (the consolidated accounting group [the parent and subsidiaries])	tCO2eq	1,233	-	-	-38.4%
Gross market-based Scope 2 GHG emissions (the consolidated accounting group excluding Courvoisier)	tCO2eq	1,233	2,001	17,030	-38.4%

No biogenic emissions from Scope 2 are currently reported, as none of the Group's sites are supplied with energy from biofuels and the data on the biofuel component of grid electricity is not available.

Scope 3 GHG emissions	UoM	2024	2023	Base Year (2019)	Retrospective % change 2024 vs. 2023
Total Gross indirect (Scope 3) GHG emissions (the consolidated accounting group [the parent and subsidiaries])	tCO2eq	819,971	-	-	-7.2%
Total Gross indirect (Scope 3) GHG emissions (the consolidated accounting group excluding Courvoisier)	tCO2eq	764,108	883,572	685,155	-13.5%
Purchased goods and services	tCO2eq	505,180	637,500	553,138	-20.8%
Capital goods	tCO2eq	87,591	84,720	41,860	3.4%
Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2eq	13,160	20,543	17,619	-35.9%
Upstream transportation and distribution	tCO2eq	105,746	98,458	56,426	7.4%
Waste generated in operations	tCO2eq	1,973	2,181	1,906	-9.5%
Business travel	tCO2eq	2,540	5,558	2,962	-54.3%
Employee commuting	tCO2eq	6,007	4,319	3,741	39.1%
Upstream leased assets	tCO2eq	2,374	1,293	224	83.6%
Downstream transportation and distribution	tCO2eq	27,513	16,078	948	71.1%
Processing of sold products	tCO2eq	-	-	-	-
Use of sold products	tCO2eq	-	-	-	-
End-of-life treatment of sold products	tCO2eq	11,983	12,922	6,331	-7.3%
Downstream leased assets	tCO2eq	-	-	-	-
Franchising	tCO2eq	-	-	-	-
Investments	tCO2eq	42.39	-	-	-

Significant scope 3 GHG emissions (excluding Courvoisier)	Total emissions (tCO2eq)	Boundary	% estimated	% measured	Methods and estimates used in the calculation
Purchased goods and services	505,179.7	Minimum boundary	2%	98%	Supplier-specific, average data, spend-based
Capital goods	87,591.4	Minimum boundary	100%	-	Spend-based
Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	13,159.6	Minimum boundary	-	100%	Average-data
Upstream transportation and distribution	105,745.7	Minimum boundary	6%	94%	Distance-based, spend-based
Waste generated in operations	1,973.4	Minimum boundary and optional boundary for waste transportation	-	100%	Average-data
Business travel	2,539.7	Minimum boundary	24%	76%	Distance-based
Employee commuting	6,006.5	Minimum boundary, with optional for teleworking	100%	-	Distance-based
Upstream leased assets	2,374.5	Minimum boundary	100%	-	Proxy indicators used for warehousing emissions
Downstream transportation and distribution	27,512.9	Minimum boundary	17%	83%	Distance-based, spend-based
Processing of sold products	-	-	-	-	-
Use of sold products	-	-	-	-	-
End-of-life treatment of sold products	11,982.6	Minimum boundary and optional boundary for transportation of sold products at their end of life	-	100%	Average-data
Downstream leased assets	-	-	-	-	-
Franchising	-	-	-	-	-
Investments	42.4	Minimum boundary	100%	-	Average-data

Scope 3 biogenic emissions are related to bio-waste composted. In 2024 Scope 3 biogenic CO_2 emissions were estimated at 1,915 tonnes. The emission factor used was derived from bagasse composting.

Total GHG emissions	UoM	2024	2023	Base Year (2019)	Retrospective % change 2024 vs. 2023
Total location-based GHG emissions (the consolidated accounting group [the parent and subsidiaries])	tCO2eq	901,277	-	-	-7.6%
Total location-based GHG emissions (the consolidated accounting group excluding Courvoisier)	tCO2eq	844,468	974,992	781,820	-13.4%
Total market-based GHG emissions (the consolidated accounting group [the parent and subsidiaries])	tCO2eq	887,778	-	-	-
Total market-based GHG emissions (the consolidated accounting group excluding Courvoisier)	tCO2eq	831,019	958,896	778,950	-13.3%

GHG emissions (Courvoisier)	UoM	2024
Gross Scope 1 GHG emissions	tCO2eq	896.0
Gross location-based Scope 2 GHG emissions	tCO2eq	50.1
Gross market-based Scope 2 GHG emissions	tCO2eq	-
Gross Scope 3 GHG emissions	tCO2eq	55,863

			Retrospective	
GHG intensity	**UoM**	**2024**	**2023**	**% change 2024 vs. 2023**
Total GHG emissions intensity location-based based on net revenue (the consolidated accounting group [the parent and subsidiaries])	tCO2eq/€ million	293.6	334.1	-12.1%
Total GHG emissions intensity market-based based on net revenue (the consolidated accounting group [the parent and subsidiaries])	tCO2eq/€ million	289.2	328.5	-12.0%
Net revenue (Monetary unit)	€ million	3,069.7	2,918.6	5.2%

Net revenue used to calculate GHG intensity	€ million	3,069.7
Net revenue (other)	€ million	-
Total net revenue (in financial statements)	€ million	3,069.7

					Retrospective			Milestones and target years	
GHG intensity targets and progress	**UoM**	**2024**	**2023**	**Base Year (2019)**	**% change 2024 vs. 2023**	**2025**	**2030**	**2050**	**Annual % target/Base year**
Scope 1 and 2 GHG emissions intensity market-based per litre manufactured (the consolidated accounting group [the parent and subsidiaries])	kgCO2eq/L	0.075	-	-	-8.82%	-	-	-	-51.2%
Scope 1 and 2 GHG emissions intensity market-based per litre manufactured (the consolidated accounting group excluding Courvoisier])	kgCO2eq/L	0.084	0.082	0.154	1.36%	0.069	0.046	-	-45.7%
Total GHG emissions intensity market-based per litre manufactured (the consolidated accounting group [the parent and subsidiaries])	kgCO2eq/L	0.985	-	-	-6.22%	-	-	-	-23.3%
Total GHG emissions intensity market-based per litre manufactured (the consolidated accounting group excluding Courvoisier])	kgCO2eq/L	1.038	1.050	1.284	-1.12%	1.030	0.900	-	-19.1%

Without considering the impact of Courvoisier, the scope 1 and 2 emission intensity did not decrease due to the opposite effect of volume changes in the mix related to falling demand.

ESRS E3 WATER AND MARINE RESOURCES

STRATEGY, POLICIES AND ACTIONS RELATED TO WATER AND MARINE RESOURCES

Campari Group's water management is embedded in the Group's Environmental Policy. For additional information refer to the 'ESRS E1 Climate change-Governance and policies related to Climate change mitigation and adaptation and Energy' section.

Campari Group's Environmental Policy includes commitments to reduce water intensity, with time-bound targets for production and compliance with wastewater discharge standards, adoption of resource management practices that include the use of biomaterials derived from wastewater as an important pollution prevention technique, and collaboration with supply chains on material sustainability topics. The Policy is designed to adopt a proactive and virtuous approach across all areas of operation, with particular emphasis on regions experiencing water stress. In these high-risk areas, the Group prioritises implementing measures to optimize water usage, reduce wastage, and enhance sustainability practices. Campari Group has set overall targets on water consumption, without identifying specific targets for high-stress areas, focus ensures that the Group not only minimises its environmental footprint but also contributes to the preservation of critical water resources in regions where they are most needed. The Group's approach to water management is integrated into the Campari Group's Environmental Management System which comprises the following steps:

- optimization, achieving efficiencies in water use;
- risk control, managing identified risks;
- impact reduction, defining initiatives aimed at reducing, re-using and recycling, in line with Group global targets;
- continuous improvement, aligning with industry best practices.

The Group is committed to reducing water consumption for sites with high water risk, and this action would represent a step towards the broad goal of reducing water intensity in direct operations, with global water use reduction targets that encompass the entire Group, with particular emphasis on regions facing water risks, including areas experiencing high water stress. Targets for water use in the value chain will be formulated after a planned two-year review phase of supplier engagement and after identifying key commodities and sourcing that require attention due to water risks.

IMPACT, RISK AND OPPORTUNITY RELATED TO WATER AND MARINE RESOURCES

The Campari Group's water risk assessment adopts a structured, phased approach encompassing: mapping water-related activities, identifying and evaluating the significance of impacts, and prioritizing water risks, culminating in the identification of the following material IROs for the reporting period 2024.

Relevant sub-sub-topic	Impacts	Risks	Opportunities
Water withdrawals	-	-	Improving water management systems efficiency especially in water-stressed areas
Water discharges	Water supply depletion due to the need to treat process wastewater (negative)	-	-
Water consumption	-	Potential negative financial externalities due to increasing global water scarcity	-

- Potential relevant financial externalities due to increasing global water scarcity:

a) **water stress at manufacturing sites**
This risk applies to those locations where the manufacturing sites operate in water-stressed areas, particularly on a large scale or when there is a high risk of water supply interruptions or shortages. These were identified using the Aqueduct 4.0 Water Risk Atlas. In 2024, the Group carried out local assessments to convert global water risk data into site-specific symptoms, risks and necessary actions needed to mitigate the risk. As the water stress areas have expanded compared to the previous versions of the Aqueduct Atlas (i.e., Italy), additional locations needed to be investigated. During the local risk verification, internal teams examined a variety of factors that included physical limitations, regulations changes, reputation and trends in local economic activities that affect water consumption. Water stress that leads to a restriction or interruption of water supply can result in a loss of revenue due to reduced production or the limited growth capacity of some plants. In developing risk responses, the Group considered several dimensions of water stress: physical, regulatory, and reputational, and assumed that the financial implications for water stress would be supported by investments in water reuse, reduction, and recycling technologies at affected sites. Moreover, considering the uncertainties of the regulatory and physical environments, the assumptions for the mid- and long-term remain consistent;

b) **chronic physical water stress in the value chain**
This risk relates to long-term water stress in agriculture, especially because of heat and drought conditions that affect the supply of agricultural raw materials and semi-finished products necessary for production. The Group identified water-stressed areas with the support of the Aqueduct 4.0 Water Risk Atlas in combination with supplier sourcing data. It also monitored key commodities for multiple risks and price pressures through regular market intelligence reports. Going forward, the Group will work with its suppliers to implement a more detailed risk identification and mitigation strategy, using current best practices for each category. In the event of severe regional droughts, significant market volatility could be expected which would directly impact the price and availability of commodities, such grapes and sugar;

- water supply depletion due to the need to treat process wastewater. The treatment of process wastewater can have significant impacts on both groundwater and surface water. When organic-loaded wastewater is discharged, it often contains contaminants that can seep into the groundwater, leading to potential contamination. This can affect the quality of drinking water sources and harm aquatic ecosystems. In some cases, treated wastewater is used for groundwater recharge, which can be beneficial if done correctly. However, it requires careful monitoring and management to ensure that the water quality remains safe. Being a complex issue that requires a balance between treating wastewater effectively and protecting water resources, the Group as developed several mitigation activities listed below;

- improving water-management systems efficiency especially in water-stressed areas. In response to the increasing possibility of water stress and supply disruptions, Campari Group is committed to release a comprehensive program to improve on-site water through reduction, reuse and recycling projects. Implementing effective water conservation measures can significantly contribute to maintaining and enhancing production capacity. By focusing on water reuse and recycling, businesses can ensure continued operation during periods of water supply limitation or disruption.

Such projects not only support immediate operational needs but also facilitate plant expansion in the long run. Technical strategies aimed at reducing water consumption and promoting reuse and recycling are likely to sustain and possibly increase production capacity over medium and long-term horizons. These initiatives are pivotal as they help secure water availability, thereby supporting consistent and reliable production processes. The analysis makes use of the available industry guidelines, global water risk maps (including for example the WRI Aqueduct Water Risk Atlas) standard databases on the water footprint of agricultural and other commodities, insights with suppliers on the relevance related issues, and industry benchmarks.

Since the impact on local communities surrounding manufacturing sites was deemed negligible, direct consultations with affected communities were not conducted. Based on the local evidence of impacts, there is a clear absence of public complaints and observed incidents of non-compliance with applicable laws, and cooperation with law enforcement agencies was observed.

In order to mitigate its relevant impacts and reduce significant risks, Campari Group is committed to improving water efficiency, promoting sustainability, and responsibly managing water resources across its operations. In addition to tracking and measuring water use, the following initiatives have been implemented:

a) **water reduction in direct operations**
The Group has introduced engineering projects to reduce a water consumption, and these include the installation of a cooling tower system at its distillery in Jamaica, thermal vapour recompression technology in Scotland's distillery, continuous maintenance in pasteurisers, optimizations in Cleaning-In-Place (CIP) systems, and efficiency uplifts in reverse osmosis plants;

b) **best practice program of improvements in direct operations**
Campari Group introduced a standardised catalogue of best practices for water management in 2024, covering operational, maintenance, and technical improvements at its sites. This catalogue is used to perform gap assessments, as well as identify and prioritise actions. The Group also plans to develop specific training and technical support focusing on areas such as boiler makeup and water treatment, to enable further strengthening of water performance management and promote continuous improvement;

c) **water reuse projects**
Several water reuse initiatives have been implemented, including cooling water used for irrigation in Jamaica, treated wastewater in Martinique, post-infusion water in a French distillery, bottle rinsing water and the reutilization of white water in utilities in Italy;

d) **supplier engagement on water materiality**
Campari Group plans to continue engaging with suppliers with a more detailed approach to risk identification and mitigation, including current best practices per category;

e) **water Scarcity Assessments**
Starting in 2024, the Group has conducted local assessments to translate the global vision of water risk into site-specific issues, risks and required mitigation measures. In these local assessments, Campari Group's teams consider various factors, including physical limitations, regulatory and policy changes, reputational issues and economic trends that may affect water consumption. Furthermore, the Group has developed updated action plans to address water stressors, focusing on water avoidance, reduction, reuse, and recycling strategies, considering a pessimistic water stress scenario and any measures that may be required. With particular reference to those sites that operate on a large scale or face a high risk of disruptions or limitations in water supply, the main activities implemented were: water optimization

initiatives in Arandas (Mexico) and Volos (Greece) plants, an efficiency action plan especially on rinsers and can pasteurisers in the Derrimut (Australia) plant, and water-reuse projects adopted in the Group's production facilities located in Italy.

To support the execution of the initiatives outlined in the action plan and confirm the full integration of sustainability into business operations, also supporting the achievement of the United Nations' 2030 SDGs, the Group secured sustainability-linked loan facility (for information about the Group funding initiatives ESG-related refer to 'Sustainable core commitments' in the 'The Sustainability Governance model'). More specifically the Group is committed to achieving several key sustainability targets: decreasing water usage (L/L) by 60% by 2025 and by 62% by 2030.
Within the total CapEx for environmental sustainability which amounted to €55.7 million in 2024 and €20.3 million planned for 2025 (refer to paragraph 'ii. Property, plant and equipment, right of use assets and biological assets' in the '4. Operating assets and liabilities' note and in 'iv. Use of estimate' in '2. Accounting information and material general accounting policies' the Campari Group Consolidated financial statements at 31 December 2024), CapEx on water sustainability only, with projects dedicated to water and wastewater management, amounted to €34.8 million. Additionally, the value of ongoing and forthcoming water related projects for 2025 is expected to reach €4.1 million. Campari Group expects that those projects will be sufficient to deliver the planned water intensity reductions and water reuse. In subsequent planning horizons, capital expenditure allocations are projected for water risk sites to support mitigation and adaptation efforts. Financial resources will be allocated based on target gaps, focusing on projects that have the highest impact in addressing identified water risks.

Due to the nature of the production processes (infusion, mashing, fermentation, distillation with water cooling, and alcohol adjustment with deionised water) the possibility of avoiding or drastically reducing water use is very limited. However, the production process has achieved considerable improvements in water efficiency in processing and bottling operations. Campari Group has consolidated best practice solutions into a catalogue and is currently assessing sites for which water-efficiency-implementation roadmaps need to be developed. In addition, Campari Group has established a monthly water-efficiency review process to monitor progress, track corrective actions, and identify new best practices.
Water reuse holds potential in specific areas of Campari Group's operations and can sometimes extend beyond production sites into the local water ecosystem. For example, at the Bourg Charente distillery in France, process water reuse has resulted in 61% of water being recycled. In Novi Ligure, the Group has put into operation the first water reuse plant for bottle rinsing in 2024, achieving over 90% efficiency, and expanding the same to other bottling lines. Recovered water can be used for rinsing and flushing in utility plants, but the largest reuse projects are in the Caribbean, where uncontaminated cooling water or treated effluent is used for sugarcane irrigation in Jamaica and Martinique.
Thanks also to the sustainability-linked loan facility, Campari Group has implemented several actions to water stress locations of manufacturing sites, already mentioned above.

METRICS AND TARGETS RELATED TO WATER AND MARINE RESOURCES

Targets	2024 Achievements	Next steps
Reduce water usage intensity (litres withdrawn per litre manufactured L/L) by 60% within 2025 and by 62% within 2030, having 2019 as a baseline.	• Local interventions and investments in the Group's plants according to its global water reduction program. • Completion of the Thermal Vapour Recompression system in Rothes distillery, Scotland, to reduce water consumption. • Water usage intensity (L/L) reduced by 68.3% compared to 2019.	Further reduce water usage in the Group's production sites through water usage projects, with a particular focus on water stress areas.
Continue to ensure the safe return of 100% of wastewater from operations to the environment.	No major incidents recorded in 2024.	Continue to guarantee the safe return of wastewater to the environment from direct operations.

Campari Group's has defined specific global objectives related to its direct operations and analysed the potential for improvement, priority areas, risks and industry benchmarks. If necessary, the objectives can be declined at a later stage at site level to reflect the local situation and needs. As mentioned above, the goal is to reduce water usage intensity by 60% by 2025 and by 62% by 2030, compared to the 2019 base year. Water usage intensity is defined as the total water consumed in the direct manufacturing operations in relation to the production volume. Campari Group addresses water management comprehensively through reducing consumption, assuring efficient treatment, promoting reuse inside or outside of plants and considering future recycling in water-stressed locations. Moreover, Campari Group tracks water usage intensity on a monthly basis in each site, regionally and globally. At the plant level the frequency of monitoring varies depending on water management maturity, ongoing actions and other performance management routines.

Risks associated with water-stressed locations at production sites are monitored through ongoing assessments. A local assessment was conducted in 2024 to translate global water risk data into site-specific risks, symptoms and necessary mitigation measures, which identified more locations subject to water stress compared to previous versions of the Aqueduct Water Risk Atlas, such as Italy, for which further investigation was required. The following factors were considered in the verification of water risk at the local level: physical limitations, regulatory and policy changes, reputational issues, and trends in economic activity that influence the level of water consumption. All of these elements were considered in the 2024 DMA.

Regarding the topic of water in the value chain no targets have been set so far, and the supplier engagement process remains at the exploratory stage, focusing on risk identification and response.

The process started with the identification of value chain elements with potentially high-water consumption and geographic concentration. Then a short-list of value chain hotspots was identified and located on a water risk map for assessment. The water assessment process was based on the WRI Aqueduct Water Stress Indicator (Aqueduct Version 4.0) and the analysis focused on the sourcing areas of agricultural commodities. For the production sites of Tier 1 suppliers, Campari Group examined the resilience of the supplier network with regard to water risks (for water-intensive industries), business continuity and relevance of the water topic (semi-finished products and agricultural raw materials). The results of the top-down water-stress analysis were discussed with the functional teams to collect feedback, identify exact issues and develop action plans. In the next steps, water risks for the most exposed commodities will be included in the supplier-engagement process and market analysis. All of these elements were considered in the 2024 DMA.

Campari Group assessed the materiality of water issues in the production and value chain by analyzing water and climate risks under different scenarios (for more information on the scenarios considered, refer to 'Strategy, Impacts, risk and opportunities related to Climate change' paragraph). Risk mapping is based on scientifically supported projections of climate change and global water scarcity and has been compared with industry best practices, relevant and comparable policies, investor expectations and available guidelines, such as CDP Water Security.

The Group's water use intensity targets are defined in each geographic area and have been adopted on a voluntary basis, but local water intake limits may be applied at each production site in consideration of the regulatory context, according to the terms of local water agreements and permits.

Water consumption	UoM	2024	2023	% change 2024 vs. 2023
Total water consumption (including Courvoisier)	m3	4,157,675.6	-	-35.2%
Total water consumption (excluding Courvoisier)	m3	4,124,277.6	6,414,199.6	-35.7%
Total water consumption of sites in areas at water risk, including areas of high-water stress	m3	228,246.6	292,098.2	-21.9%
Australia (Derrimut)	m3	85,770.0	117,197.0	
Greece (Volos)	m3	6,358.0	6,443.0	
Italy (Novi Ligure, Canale, Alghero, Caltanissetta)	m3	123,628.6	132,191.7	
Mexico (Arandas)	m3	12,490.0	36,266.5	
Total water recycled and reused by the organization	m3	133,309.5	148,476.5	
Total water stored and changes in storage	m3	-	-	

					Retrospective
Water usage	**UoM**	**2024**	**2023**	**Base Year (2019)**	**% change 2024 vs. 2023**
Total volume of water withdrawn (including Courvoisier)	m3	5,593,880.0	-	-	-33.0%
Total volume of water withdrawn (excluding Courvoisier)	m3	5,552,982.0	8,343,728.1	11,935,254.7	-33.4%
Surface water-rivers	m3	1,786,367.4	2,468,938.9	6,689,586.7	
Groundwater	m3	2,991,560.0	5,015,961.6	4,498,040.3	
Rainwater	m3	3,658.0	1,607.0	3,640.0	
Municipal water supply	m3	771,285.6	857,220.6	742,618.7	
Water received from another organization	m3	111.0	-	1,369.1	

Water consumption intensity	UoM	2024	2023	% change 2024 vs. 2023
Total water consumption	m3	4,157,675.6	6,414,199.6	-35.2%
Total net revenues	€ million	3,069.7	2,918.6	5.2%
Water intensity	m3/€ million	1,354.4	2,197.7	-38.4%
Water intensity per litre manufactured (including Courvoisier)	L/L	4.6	-	-34.3%
Water intensity per litre manufactured (excluding Courvoisier)	L/L	5.2	7.0	-26.6%

			Retrospective			Milestones and target years		
Water usage intensity targets and progress	**UoM**	**2024**	**2023**	**Base Year (2019)**	**% change 2024 vs. 2023**	**2025**	**2030**	**Annual % target/ Base year**
Water usage intensity (litres withdrawn per litre manufactured) (including Courvoisier)	L/L	**6.2**	-	-	-32.1%	-	-	-68.3%
Water usage intensity (litres withdrawn per litre manufactured) (excluding Courvoisier)	L/L	**6.9**	9.1	19.6	-24.1%	7.8	7.5	-64.6%

Wastewater discharges[1]	UoM	2024	2023	% change 2024 vs. 2023
Total wastewater discharges (including Courvoisier)	m3	1,436,204.4	-	-25.6%
Total wastewater discharges (excluding Courvoisier)	m3	1,428,704.4	1,929,528.5	-26.0%
Wastewater discharged in bodies of surface water	m3	436,271.8	634,365.0	
Wastewater discharged into groundwater	m3	185,058.7	355,555.0	
Wastewater discharged into consortium plants	m3	286,679.7	294,824.5	
Wastewater discharged into municipal or other facilities	m3	255,653.8	274,358.8	
Wastewater reused by/sent to another organisation	m3	265,040.3	370,425.3	
Wastewater discharge intensity (including Courvoisier)	L/L	1.6	-	
Wastewater discharge intensity (excluding Courvoisier)	L/L	1.8	2.1	-15.5%

(1) The wastewater discharge data for Casa Lumbre have been estimated using the water data from Arandas, given the similar distillation processes for tequila and mezcal.

Water usage and discharges (Courvoisier)	UoM	2024
Total volume of water withdrawn	m3	40,898.0
Surface water-rivers	m3	30,591.0
Groundwater	m3	4,561.0
Municipal water supply	m3	5,746.0
Total wastewater discharges	m3	7,500.0
Wastewater discharged into municipal or other facilities	m3	7,500.0

Data are based on direct measurements and process water balancing where the metering structure is not fully representative.

Campari Group identified two water-related effects and their interdependencies, with the associated financial impacts set to be quantified in the near future.

a) **WATER AVAILABILITY RISKS IN ITS DIRECT OPERATIONS**
Water stress could sometimes lead to supply limitations or disruptions, causing revenue losses due to reduced production or limited capacity of certain facilities. In defining the risk response, the Group considered multiple dimensions of water stress, such as physical, regulatory and reputational. In addition, the Group's risk analysis assumes that financial impact due to water stress will be consistent with the response measures, comprising investments in water reuse, reduction, and recycling technologies at affected sites. Since uncertainties are high for both the regulatory and physical contexts, assumptions are consistent between the medium- and long-term.

b) **WATER STRESS IN RAW MATERIAL SUPPLIES (AGRICULTURE)**
Prolonged and extensive drought conditions for agricultural commodities increase market volatility, especially for commodities subject to geographical constraints, as might be the case for grapes from some regions, and for globally traded ones. Campari Group would expect this risk to increase with climate change and progressing weather instability, especially over the long-term. As the development of risk responses is still in its infancy, and since suppliers are taking actions at their sole discretion not fully disclosed to the Group, a detailed estimate of costs for mitigating measures through drought-resistant crop variety development, improved irrigation techniques, or changes in sourcing areas cannot be provided.

ESRS E4 BIODIVERSITY AND ECOSYSTEMS

STRATEGY, POLICIES AND ACTIONS RELATED TO BIODIVERSITY AND ECOSYSTEM

Campari Group is strictly committed to protecting the ecosystems in which it operates. Its commitment is embedded into the Group's Environmental Policy. For additional information refer to the 'ESRS E1 Climate Change-Governance and policies related to Climate change mitigation and adaptation and Energy' section.

Campari Group's biodiversity policy emphasises the minimisation of negative impacts and the restoration of biodiversity potential. The materiality of biodiversity impacts is primarily linked to the upstream supply chain, encompassing agricultural and natural commodities, while the direct impact of the Group's operations, such as manufacturing and self-managed farmland, is more limited in scale and scope. Consequently, the implementation of the Group's biodiversity policy relies on both its own demonstration projects and, more critically, collaboration across the value chain. The current approach focuses on fostering widely recognised standards and third-party certifications that promote biodiversity and ecosystems stewardship, including the necessary traceability of raw materials. In its QHSE Policy, the Group commits to implementing proactive and preventative programs designed to mitigate risks across all operational activities, ensuring traceability from ingredients and packaging material supply to the finished products reaching consumers. The initial step involves scaling up participation in established collaborative schemes, such as those in France, while exploring opportunities for other commodities and geographies. In subsequent phases, the Group intends to define its ambition and identify mechanisms to ensure measurable efforts in biodiversity stewardship throughout the supply chain.
The Campari Group's Policy actively promotes the adoption of farming standards and certification schemes designed to deliver verifiable reductions in environmental impact and improved biodiversity performance.
The Group adopted several policies and practices aimed at biodiversity and ecosystems protection, with a focus on sustainable resource management and land-use practices. The application of this Policy, including the identification of relevant areas, suppliers and commodities, is an ongoing process.
The Group also adheres to policies promoting sustainable land and agricultural practices, which are closely integrated with efforts to protect water resources. While policies specific to sustainable ocean and sea practices are not applicable to Campari Group's operations, the Group indirectly addresses deforestation concerns through its policies related to land-use changes, reflecting its commitment to mitigating environmental impacts throughout its value chain.

The Campari Group's Policy is subject to ongoing refinement, including the expansion of its scope to define new ambitions, targets, and key actions. The Group plans to review and enhance the Policy within the next two years to ensure its continued relevance and alignment with evolving sustainability priorities.
Currently biodiversity offsets are not included explicitly in both the Policy and the action plan.

The Campari Group's efforts and actions in biodiversity and ecosystems conservation span four key areas:

- its own operations, including manufacturing and farms in France and Martinique;
- regional collaborations with certified farm schemes in France for champagne and cognac production;
- an exploration of diverse initiatives across various regions and commodities within its upstream value chain, such as cereals in the United Kingdom and the United States, sugarcane in Latin America, sugar beets in Italy and France, and botanicals through global suppliers;
- research initiatives to enhance biodiversity and resilience against infestations, including breeding disease-resistant bitter oranges.

Action plans for habitat improvements and restorations, especially those recently implemented in France and Martinique, are developed in consultation with local professional

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nature developers, including biologists, ecologists, and landscape architects.

BIODIVERSITY PROJECTS AT OPERATIONAL SITES

In its owned sites and farms, Campari Group has undertaken habitat restoration projects as, for example, at the Group owned Lallier winery, where biodiversity habitats were created in green areas of the manufacturing site. Additionally, biodiversity hedges have been planted along its vineyards, introducing around 1.300 of specially selected plants to replicate different biotopes and support local ecosystems. Similarly, at its distillery in Martinique, Campari Group implemented biodiversity-focused initiatives on its sugarcane plantations in the island's southern arid region, included planting hedgerows and establishing a reforested area to protect soil, enhance water retention, and create habitats for native species.

REGIONAL CERTIFICATION SCHEMES

- CHAMPAGNE REGION, FRANCE
  Campari sources 90% of its grape needs for its Lallier champagne from external suppliers. While a five-year Sustainability Plan guides improvements in its own vineyards, Campari-Lallier is actively engaging suppliers to adopt the HEV ('High Environmental Value') certification. This French Ministry of Agriculture initiative promotes environmentally friendly practices such as minimizing fertilisers and eliminating herbicides. Currently, 40% of suppliers are certified, with targets set to reach 65% by 2024, 90% by 2028 and full compliance by 2030. In 2024, the adoption of HEV certification among sourcing farmers surpassed expectations, reaching 82%, noting that Lallier's own vineyard has been certified since 2022. To incentivise participation, Campari-Lallier offers financial premiums for certified grapes.

- COGNAC REGION, FRANCE
  In the Cognac region, Campari Group operates under the Cognac Environmental Certification ('CEC') framework, a collective approach overseen by the Bureau National Interprofessionnel du Cognac ('BNIC') to enhance environmental and climate sustainability. This initiative addresses biodiversity, water and soil quality, and reductions in chemical use and carbon emissions. Currently, 98% of Campari's suppliers in the region are engaged in this program, with 55 suppliers already certified. The target is to achieve 100% supplier certification by 2028.

- MARTINIQUE, CARIBBEAN REGION
  In Martinique, the Group supports small-scale sugarcane farmers, who supply one-third of its raw material, through a dedicated association. This initiative provides financial assistance, technical guidance, and training on best practices in agriculture, including soil management and fertilisation. The Group has also funded soil cartography projects and works closely with the island's technical centre for sugar cane to improve agricultural resilience and productivity.

SUPPLIER ENGAGEMENT IN BIODIVERSITY

Campari Group engages suppliers globally to promote sustainability certifications and biodiversity practices. These include regenerative barley farming in the United Kingdom, the 'Bonsucro' sugarcane program in Latin America, regenerative farming for sugar in Europe, sustainable agave farming in Mexico under the Environmentally Responsible Agave 'ARA' initiative and fair-sourcing standards for botanicals. These collaborations help guide Campari's strategy in prioritizing future actions.

RESEARCH ON BITTER ORANGES

Campari Group supports agronomic research to combat citrus diseases such as Huanglongbing ('HLB'), which has devastated orchards globally. In partnership with the French Agricultural Research Centre 'CIRAD', Campari funds research to develop disease-resistant bitter orange varieties without relying on pesticides. Following a successful pilot in Guadeloupe, the Group is exploring a multi-year expansion to include sweet oranges and other regions, such as Brazil. The biodiversity research on citrus genetics represents a long-term initiative aimed at broadening its agricultural resilience strategies.

Campari Group's habitat restoration projects in France and Martinique include annual monitoring with biological assessments of effects over the short- and mid-term. Farming certification schemes in the champagne and cognac regions are regularly reviewed under program guidelines.
The action plans for habitat improvements and restorations, particularly those done recently in France and Martinique, have consulted with local professional nature developers (i.e., biologists, ecologists, landscape architects), drawing experience from scientific knowledge, local conditions and historical landscapes with higher biodiversity value.

In 2024, Campari Group allocated over €0.3 million to biodiversity projects, which included habitat restoration initiatives in France and Martinique as well as research on orange genetic diversity. All projects were financed through the Group's own capital investment, with the exception of the orange genetic diversity research, which was conducted as a joint collaboration between the industry and the French Government.

IMPACTS, RISK AND OPPORTUNITIES RELATED TO BIODIVERSITY AND ECOSYSTEMS

In conducting a biodiversity and ecosystems-related analysis, the Group has identified, within the sector, the existence of chronic physical risks related to climate change, exposure to low genetic variability, vulnerability to pests and ecosystem degradation due to intensive farming practices. Transition risks associated with land use changes, habitat restoration, and regenerative farming practices have also been recognised. Regarding its value chain, the scope of the analysis conducted by the Group focused primarily on risks in upstream sourcing areas of farm-based raw materials, with risks in other areas of the value chain considered to be of lower significance. In this regard, the identification of biodiversity-sensitive sourcing areas is still ongoing. Risks are expected to increase over the mid- and long-term horizon, particularly as new scientific evidence and extreme events elevate the probability or severity of impacts.
The main finding is that global food production is widely regarded as a primary driver of biodiversity loss, with significant implications for the spirits and beverage industry. The impact stems largely from conventional farming practices that supply raw materials. Some examples are: intensive farming with high land utilization, monocropping with low genetic diversity, heavy tilling that depletes soil health, and the intensive use of chemical fertilisers and pesticides all of which contribute to over-fertilisation, toxicity, and resource competition. In the case of nature-based herbs and botanicals, risks arise from interference with natural ecosystems, over-harvesting,

and reduced yields due to habitat changes and climate change.
The industry, in collaboration with agricultural supply chains, research institutions and regional partnerships, must address these challenges through targeted actions. These include minimizing environmental impact by reducing fertilisers and pesticides and improving soil care, restoring biodiversity through habitat recreation and conservation and building resilience with future-proof crops, such as genetically diverse or drought-resistant varieties, and transitioning from wild to cultivated plant sources. For widely dispersed raw materials like grains, sugar cane, and sugar beet, risks are more manageable across broader sourcing regions. However, materials tied to specific geographic origins, such as agave and grapes, face amplified risks due to limited flexibility if environmental conditions significantly deteriorate.
Action plans for habitat improvement and restoration, such as those recently implemented in France and Martinique, are developed in consultation with local professional experts, including biologists, ecologists and landscape architects. These plans are grounded in scientific knowledge, local environmental conditions and historical landscapes known for their higher biodiversity value. Similarly, farming certification schemes are created in collaboration with agronomists, scientific researchers, and relevant authorities to ensure alignment with sustainability standards and best practices.

As of now, Campari Group has not established a transition plan or determined a timeline for its development.

The result of the processes and analysis described above lead the Group to identify and assess material biodiversity and ecosystems impacts, risks and opportunities for the reporting period 2024, as summarised below.

Relevant sub-sub-topic	Impacts	Risks	Opportunities
Land-use change	Ongoing loss of biodiversity, deterioration of soil and ecosystem resilience in farming activities of ingredient production and directly managed crops (e.g. vineyards in France) (negative)	-	-

Despite no identified risks related to biodiversity emerged during the DMA, Campari Group recognises physical chronic risks at local level, including environmental pollution and the loss of biodiversity and habitats in both farmland and wild nature. These risks are primarily driven by the continuation of high-intensity industrialised farming practices among its suppliers, leading to soil degradation, water pollution and disruption of local water balances. Climate change exacerbates these issues, particularly through chronic changes and the increasing frequency and severity of extreme weather events. Transition risks are also evident, linked to the capacity to transform farming practices at the scale and speed required to adopt effective techniques for mitigating these impacts. The transition is further hindered by the emerging and not yet widely established farming techniques of regenerative agriculture, which encompass soil conservation, fertiliser and fuel management, ecosystem services and biodiversity enhancement. In addition to the risks, Campari Group has also identified significant biodiversity-related opportunities. These include implementing regenerative farming practices and improving biodiversity on farms at scale through recognised certification schemes. The goal of regenerative farming and biodiversity restoration is to increase farm resilience against climate change, reverse biodiversity loss, ensure long-term soil productivity and reduce reliance on chemical fertilisers. These practices are believed to enhance long-term farm yields by strengthening the ecosystem services interdependent with farmland.
The Group's primary response focuses on supplier engagement by promoting certification schemes that incorporate regenerative farming practices, biodiversity care, water stewardship and other key elements of environmental sustainability, endorsing globally and regionally recognised schemes supported by the broader industry to achieve scalable adoption.

Campari Group has conducted an analysis of its sites under operational control to determine their significant actual or potential impacts on biodiversity and ecosystems, using the WWF Biodiversity Risk Filter and comparing them with the UNESCO Man and the Biosphere Reserves and the Ramsar sites. The analysis revealed that the island of Martinique is part of the UNESCO Man and the Biosphere Reserves. As previously mentioned, the Group has already initiated actions for biodiversity restoration in Martinique, where it owns one operational site which consists of a distillery and a bottling operation. Moreover, according to the WWF Biodiversity Risk Filter also Jamaica is located in a key biodiversity area at high risk, where the Group owns two distilleries. However, the risk assessment will be confirmed based on further guidance on biodiversity criteria. Beyond its own operations, based on the Company's current limited mapping of agricultural commodity sourcing areas, it cannot exclude the possibility of impacts on biodiversity-sensitive areas. These impacts could result from practices such as intensive farming, misuse of fertilisers and pesticides, and the intensive collection of herbal and aromatic plants.

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Campari Group applied two primary criteria for its analysis: the location of operations in or near biodiversity-sensitive areas, and the relative impact intensity per crop, assessed in reference to best farming practices, including certification schemes addressing biodiversity impacts. Location analysis was conducted for Company-operated sites, including agricultural land in France and Martinique, while the assessment of raw material sourcing areas remains ongoing due to the effort required and the current visibility of sourcing origins.
The following impacts related to biodiversity have been identified by the Group: the loss of biodiversity, including both flora and fauna, within farmlands and natural ecosystems that supply its raw materials, and the deterioration of ecosystems caused by the continuation of high-intensity industrialized farming practices among its suppliers, leading to soil degradation, water pollution and CO2 emissions.
The Group recognised the upstream supply chain of raw materials, sourced from farms and naturally occurring botanicals, as critical for resilience against food safety risks, the sustainability of agricultural production, and as a foundation for future genetic improvements in crops and natural plants.
Furthermore, Campari Group identified chronic physical risks linked to climate change, low genetic variability, and vulnerability to pests, as well as ecosystem degradation due to intensive-farming practices. Additionally, the Company acknowledged transition risks related to land-use changes, habitat restoration, and the adoption of regenerative-farming practices. The identification of biodiversity-sensitive sourcing areas is ongoing.
Campari Group assumes systemic risks for food systems arising from biodiversity and ecosystems performance. However, at the current level of understanding, it cannot comprehensively evaluate these risks and anticipates further guidance on the topic in the short-term.
No consultations were conducted regarding these matters above.

METRICS AND TARGETS RELATED TO BIODIVERSITY AND ECOSYSTEM

Campari Group has not yet established global targets for biodiversity; however, the Group plans to define its ambitions and objectives in the coming years. In fact, over the next two years, the Policy, along with its ambitions and objectives, will undergo review and expansion to encompass broader operations and upstream activities across the Group. Certain market companies within the Group, such as Campari France, have already set local targets. The Group monitors progress through an indirect metric: the adoption of certification schemes by farmers and relies on external reviews to provide insights into the effectiveness of these schemes. In France, Campari-Lallier aims at reaching 65% of certified suppliers by 2024, 90% by 2028, and full compliance by 2030, while in the Cognac Region the goal is to achieve 100% supplier certification by 2028 (for more information refer to the 'Regional Certification Schemes' paragraph in the 'E4-Impacts, risks and opportunities' chapter).

The current Policy prioritises targets within key sourcing areas and Campari Group's own plantations, specifically vineyards in the Champagne and Cognac regions of France and sugarcane plantations in Martinique. In France, the target timeframe aligns with sectoral initiatives in wine-growing regions, aiming for completion by 2030.

Campari Group's local targets are closely tied to addressing the risk of ecosystem deterioration through minimisation efforts and leveraging opportunities for ecosystem improvements via restoration and the recreation of biodiversity potential. The current Policy focuses on key sourcing areas and the Group's own plantations in France, specifically vineyards in the Champagne and Cognac regions, as well as sugarcane plantations in Martinique. It is specified that biodiversity offsets are not used in achieving these targets. Direct actions on Company-managed land, such as the introduction of hedges and areas enhancing biodiversity, prioritise habitat restoration and impact minimisation. Upstream actions, meanwhile, concentrate on minimizing environmental impacts through the adoption of farming-certification schemes.

BIODIVERSITY METRICS

Campari Group has identified three sites under its operational control that are located in biodiversity-sensitive areas: the site in Martinique (which includes a distillery and a bottling plant) and the Appleton and New Yarmouth distilleries in Jamaica. Martinique is part of the UNESCO Man and the Biosphere Reserves, while Jamaica, according to the WWF Biodiversity Risk Filter, is situated in a high-risk key biodiversity area. In Martinique, Campari Group owns 776 hectares and rents an additional 336 hectares. In Jamaica, the total area of the distilleries amounts to about 1,343 hectares.

In 2024, Campari Group's direct business activities contributed to land-use change within designated land allocated for industrial development. This includes plant extension projects aimed at expanding built-up areas within existing premises, such as at the Lawrenceburg distillery in the United States and the New Yarmouth Estate distillery in Jamaica. At the same time, the Group is implementing improved farming management practices on directly cultivated land, such as sugarcane plantations in Martinique and vineyards in the Champagne region of France, with the goal of minimizing environmental impacts and restoring areas with higher biodiversity.

BIODIVERSITY-DEEP DIVE ON LOCAL RISKS

Campari Group recognises several risks associated with reduced and volatile farm yields, which directly impact supply security and price stability. These risks are linked to factors such as soil degradation, vulnerability to drought, topsoil washout and erosion, and heavy reliance on chemical fertilisation to sustain yields. Additionally, monoculture farming increases exposure to pests, further exacerbating these challenges. Similarly, there is a risk of reduced harvests of naturally grown herbs and botanicals, driven by biodiversity changes resulting from land-use interventions and habitat alterations, often compounded by climate change. The risks associated with reduced and volatile farm yields can significantly disrupt the operations and financial stability of a company like Campari Group. These risks can cause supply chain interruptions, leading to challenges in sourcing the necessary raw materials and maintaining consistent production levels. This, in turn, affects the costs and availability of products, potentially leading to increased prices and volatility. At this stage, detailed assumptions about the financial impacts of these risks cannot be provided. However, the Company expects that the effects will become evident in the medium- to long-term. Improvements in biodiversity and natural ecosystems could deliver several benefits over this timeframe. These include reduced reliance on fertilisers and pesticides, decreased mechanical pressure on soil, and the restoration of the soil's biological potential. Other advantages encompass carbon sequestration, natural nitrogen binding, and nature-based defence mechanisms supported by healthy soils, hedges, and recreated biodiversity areas. Such improvements also restore ecosystem services, such as pollination, which are critical for other crops.

While the potential benefits and risks are expected to increase in probability and severity over the medium- to long-term, quantifying financial effects requires further research and empirical data collected across different regions over extended vegetation cycles. This data will be crucial for drawing consistent conclusions and extrapolating impacts.

To address these challenges, Campari Group is actively engaging with key suppliers to exchange knowledge and advance the understanding of effective solutions and their impacts. However, due to the current limitations in methodological approaches, the Company refrains from providing specific assessments of the financial effects related to biodiversity and ecosystems services. Nonetheless, Campari Group assumes that consistent efforts to minimise negative impacts and restore ecosystem potential will lead to widespread improvements. These efforts are expected to enhance crop resilience, improve soil health, and enable farmers to reduce their reliance on synthetic chemicals.

ESRS E5 RESOURCE USE AND CIRCULAR ECONOMY

STRATEGY, POLICIES AND ACTIONS RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

Campari Group's commitment to enhancing circularity and efficient resource utilization is embedded into the Group's Environmental Policy. For additional information refer to the 'ESRS E1 Climate Change-Governance and policies related to Climate change mitigation and adaptation and Energy' section.

The policy addresses circularity and resource management through several key dimensions, listed below:

- RESOURCE MANAGEMENT
  Campari Group is committed to collaborating with partners in its value chain to optimize material use and improve waste management, minimise waste sent to landfill, reduce environmental impacts and risks, and explore innovations for continuous improvement;

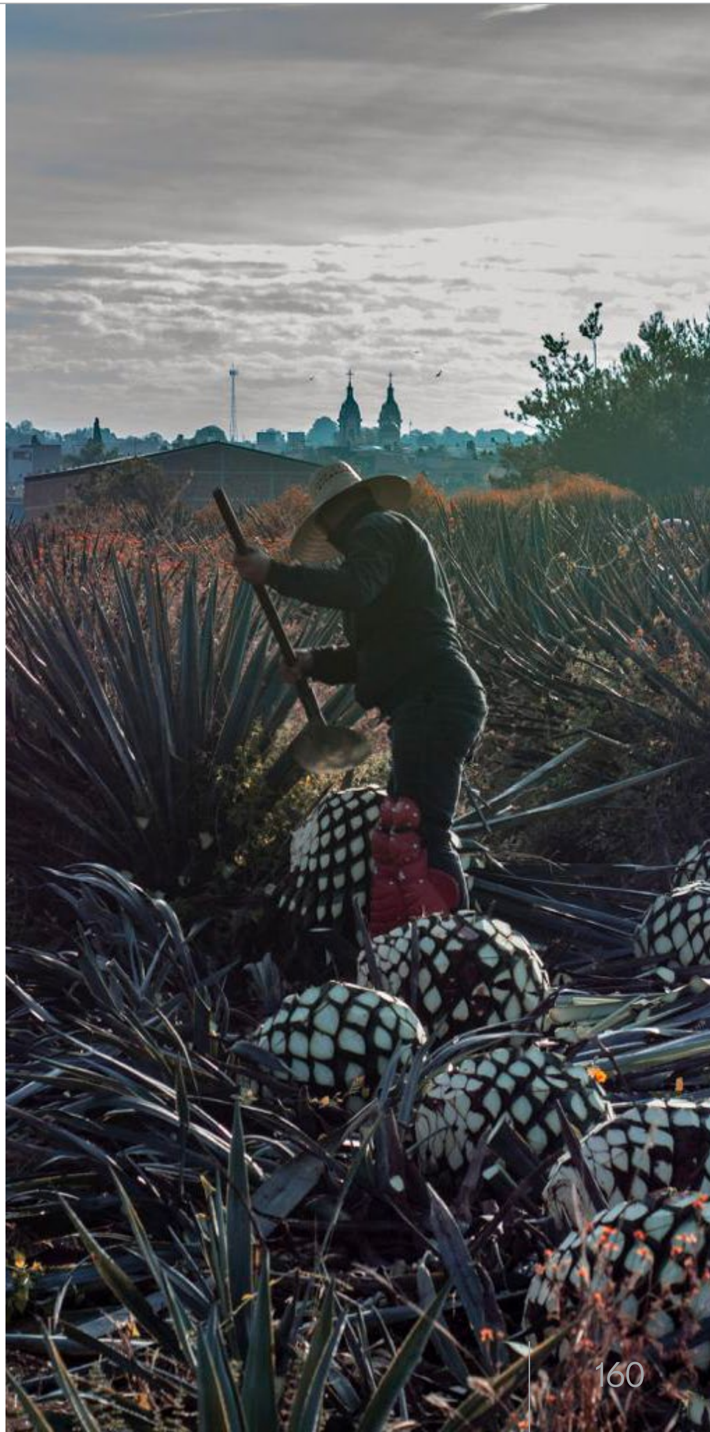
- BIO-MATERIALS
  Campari Group works to ensure the responsible management of bio-materials throughout the alcoholic and non-alcoholic beverages production process. These materials, which flow through fermentation, infusion, distillation and blending, are responsibly managed to avoid the discharge of environmentally harmful wastewater. Liquid by-products are separated, and where possible, efforts are made to achieve zero waste to landfill. Moreover, where possible, the conversion of bio-materials into new sustainable products fulfils the Group's commitments to responsible water management and waste disposal;

- CIRCULAR PACKAGING
  The circularity of Campari Group's packaging is in line with its GHG emission-reduction targets, as recycling materials helps to avoid Scope 3 emissions and save energy.

Campari Group has developed internal guidelines for packaging design and sourcing with the aim of increasing the recycled content in packaging materials purchased in the market. This includes assessing the availability and technical feasibility of including recycled content or replacing fossil-based materials with bio-based materials, as well as considering other material specifications and legislative requirements. Recycled content is routinely discussed in the context of supplier engagement and is included as a contractual requirement for most packaging categories.
In addition, the Group has internal procurement guidelines that define sustainable sourcing conditions related to packaging materials, mainly paper and other natural materials. Whenever possible, Campari Group incorporates these sustainability criteria into its purchasing specifications and supply chain processes. Continuous monitoring process is ensured by the dedicated Research & Development packaging team within the Supply Chain function.

The Group has established that, within the scope of its manufacturing operations, a zero-waste-to-landfill approach shall be followed, focusing on reducing waste generation, exploring new waste destinations, and collaborating with suppliers on sustainable packaging solutions. During 2024, the Group took key actions to improve the circularity of packaging introduced to the market. These efforts were based on the main measures taken since the creation of the packaging design criteria and the engagement of suppliers in 2022. The actions initiated, were the following:

- Increased recycled content in plastic bottles ('PET'), outer cases (cardboard boxes), and metal cans. These actions have resulted in an estimated reduction of 4,100 tonnes of CO2e.
- Light-weighting projects on key glass bottles, which enabled a reduction of 1,400 tonnes of CO2e.
- Improved logistics through flow optimization and pallet efficiency, with an estimated reduction of 4,200 tons of CO2e.



- Elimination of over packaging, such as pourers, gift boxes and dividers, to reduce material intensity, achieving a reduction of 700 tonnes of CO2e.
- Evaluation of new product ideas based on Campari Group's sustainable packaging design criteria, with over 90% adherence to these guidelines.
- Engagement with suppliers through an annual process of ongoing discussions and material improvement plans, including recycled content, recyclability and material intensity reduction. This will enable short- and medium-term planning for CO2e emissions reductions and circularity improvements.

Campari Group is committed to continuing similar actions through 2025 until 2027, with the following projected outcomes:

- Increased recycled content in glass bottles and cardboard boxes, with the goal of reducing CO2e by 8,000-10,000 tonnes.
- Light weighting key glass bottles, with an estimated reduction of 4,000-6,000 tonnes of CO2e.
- Improving logistics through further localisation and pallet optimization, with an estimated reduction of 2,000-3,000 tons of CO2e.
- Avoidance of over packaging (i.e., gift boxes, dividers, returnable components) to reduce material intensity, with a target reduction of 3,000-4,000 tonnes of CO2e.

Campari Group has an internal Packaging Research&Development department that works closely with suppliers and commercial teams. Most of the packaging redesign activities are aimed at saving material, in order to optimize packaging consumption. In specific cases, packaging changes are made to achieve environmental benefits, and the additional cost is incorporated into the overall product price.

IMPACT, RISK AND OPPORTUNITY RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

Campari Group performed a flow analysis, covering the conversion of raw materials into spirits and other beverages and packaging activities at primary, secondary and transport levels. The waste and by-products of the production process were also analyzed in terms of waste diversion from landfills and reuse of materials at the production site. In the context of extended circularity, packaging waste within the value chain and post-consumer packaging waste are considered, with a focus on waste minimization and material recycling. The Group conducted independent consultations and participated as a member of the 'spiritsEUROPE industry association' in the consultation process on the Packaging and Packaging Waste Regulation ('PPWR') within the European Union.
Through the conducted analysis, the Group identified the following key risks and opportunities for the industry.

- REGULATORY TRANSITION RISK
  The main consequences are related to changes in the regulatory framework on recycling rates and plastic waste management.

- FAILURE TO MEET RECYCLING TARGETS
  The risk of not meeting recycling targets due to underdeveloped collection systems, waste leakage and the competition between industries for recycled content.

- CIRCULARITY AND CO2E EMISSION REDUCTION
  Campari Group identified the potential to lower CO2e emissions by increasing the recycled content of paper, glass and plastics.

- PACKAGING INNOVATION
  The industry can further promote sustainability and environmental impact reduction by minimizing the use of materials and replacing them with innovative packaging concepts.

The results of the processes to identify and assess material resource use and circular economy impacts, risks and opportunities for Campari Group for the reporting period 2024 are summarized below.

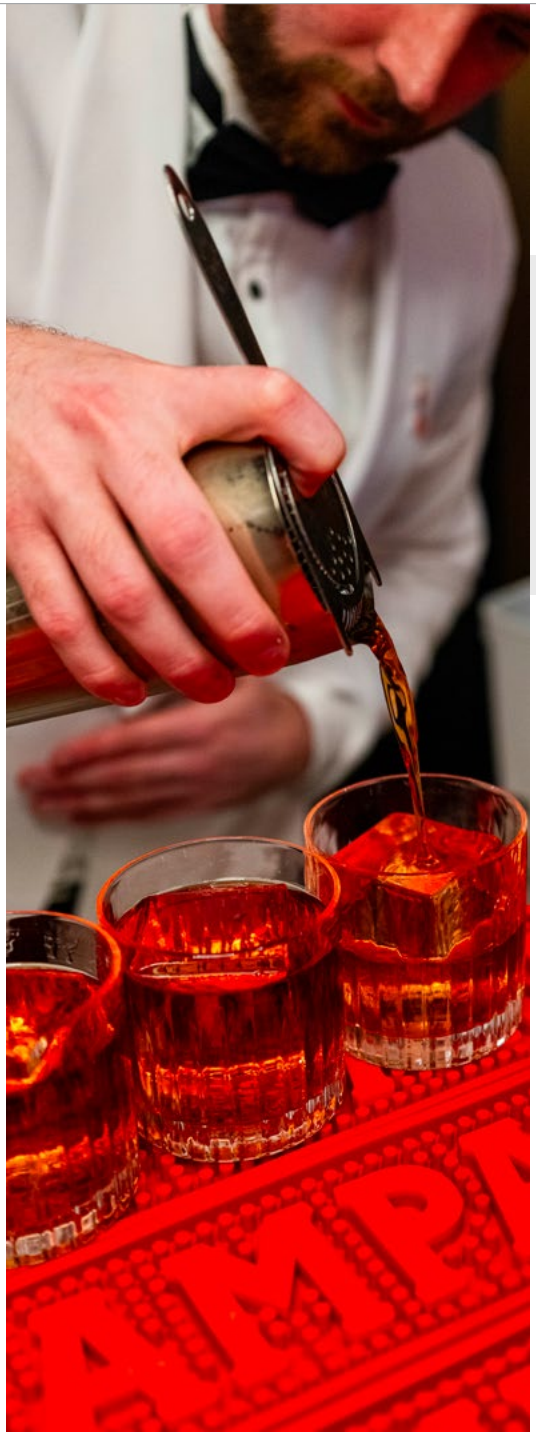
Relevant sub-topic	Impacts	Risks	Opportunities
Resources inflows, including resource use	Usage of virgin and non-recycled materials in products' packaging impacting the environment (negative)	-	-
Waste	Production and disposal of waste (negative)	-	-

With regard to the environmental impact of natural resources' depletion coming from the usage of virgin and non-recycled materials in product packaging, the Group has assessed the main possible levers providing opportunities for mitigating such impact. The key findings are listed below.

- SUSTAINABILITY OF PACKAGING MATERIALS
  Approximately 99% of Campari Group's packaging materials are highly recyclable, including glass, paper and metal, which contribute to waste avoidance and energy savings through circular solutions. There is a huge opportunity in improving collection rates and increasing the efficiency of recycling processes.

- MATERIAL INTENSITY REDUCTION
  There is also an opportunity to reduce material intensity by light-weighting and improving the recyclability of accessory materials, such as natural materials and plastics. This would have the major benefit of reducing energy consumption and waste for disposal.

- INNOVATIVE PACKAGING CONCEPTS
  A significant opportunity also lies in researching innovative packaging solutions, such as reuse and refill systems for specific trade channels, which could further improve the Group's sustainability performance.



METRICS AND TARGETS RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

Regarding waste, the Group set a global target related to the waste sent to landfill as defined below:

Targets	2024 Achievements	Next steps
Zero waste to landfill by 2025	• Without considering the impact of Courvoisier, total waste reduced by 15.5% compared to 2023, while including Courvoisier, total waste increased by 6.9%. • Waste to landfill reduced by 33%, equal to 261 tonnes less of waste, compared to 2023. • The ratio between the total waste destined for landfill (530 tonnes) and the total volume of waste produced including Courvoisier (62,226 tonnes) was reduced to 0.9%. Without considering Courvoisier, the ratio is 1.1%.	Continue the global reduction program towards the zero waste to landfill target within 2025.

Regarding the resources use in the packaging, the actions taken, directly related to policy objectives, are monitored by Campari Group across several key dimensions:

- regular evaluation of new packaging ideas against sustainable design criteria to minimise the proliferation of non-compliant solutions;
- circularity conditions and packaging performance are discussed and assessed annually with suppliers, including the development of forward-looking action plans;
- the impact of circularity is also measured through CO2e savings, particularly as part of the Scope 3 carbon footprint.

With reference to circularity, improvement measures are defined annually, with a continuous pipeline of projects.

Overall progress is consolidated annually based on key drivers: material intensity, recyclability, recycled content of key materials and packaging design compliance. Internal targets are set based on industry benchmarks and feasibility assessments.

Campari Group has set organization-wide targets for external disclosure and plans to define and communicate its commitments to circularity over the next two years.

Campari Group's targets voluntarily achieved encompass many resource inflows and outflows to promote the growth of the circular economy. However, for some markets and jurisdictions, the respective targets may also coincide and reflect compliance obligations under local legislations. These main principles and strategies for sustainable development and circular economy practices can be summarized in the following key specific actions:

a) CIRCULAR DESIGN AND DURABILITY
Creating products that are designed to be durable, easy to disassemble, reusable, and recyclable.

b) USE OF CIRCULAR MATERIALS
Increasing the use of circular materials in products and manufacturing processes to reduce reliance on virgin raw materials.

c) SUSTAINABLE SUPPLY SOURCES
Ensuring that renewable resource-based supplies come from sustainable sources and adhere to the cascading principle.

d) RECYCLED CONTENT AND MATERIAL INTENSITY
Meeting targets for recycled content and reducing material intensity.

e) WASTE MANAGEMENT
Implementing waste management practices that prepare for proper treatment and recyclability, considering the realities of post-consumer waste in target markets.

f) CARBON FOOTPRINT MONITORING
Focusing on monitoring and reducing carbon footprint intensity, particularly Scope 3 emissions.

RESOURCE INFLOWS

The data below cover only the raw materials derived from the negative impact generated, i.e., 'usage of virgin and non-recycled materials in products' packaging impacting the environment'.

Materials used in resource inflows[1]	UoM	2024	2023	% change 2024 vs. 2023
Overall total weight of products and technical and biological materials used	t	281,693.8	376,200.0	-25.1%
Glass	t	248,047.0	340,000.0	
Metal	t	3,935.7	3,600.0	
Paper	t	26,990.2	30,000.0	
Plastic	t	1,694.6	1,400.0	
Cork	t	1,026.37	1,200.00	

(1) The data reported on materials used in resource inflows include estimates for Casa Lumbre, derived using data available for products produced in the Arandas plant, given the similar packaging used for tequila and mezcal.

The weight and percentage of recycled materials in resource inflows is provided in the table below. In 2024, with particular reference to recycled glass, the value dropped to 27.5% for two main reasons: market volatility, which caused a shortage and price increase of cullet, and improved data coverage. In 2023, around 80% of volumes were covered, while in 2024, coverage increased to 91% by including smaller suppliers who have lower cullet percentages.

Recycled materials in resource inflows[1]	UoM	2024	2023	% change 2024 vs. 2023
Weight of secondary reused or recycled components used to manufacture the undertaking's products and services (including packaging)	t	89,664.3	142,984.6	-37.3%
Glass	t	68,140.9	121,720.0	
Metal	t	2,377.5	2,073.6	
Paper	t	18,611.8	18,750.0	
Plastic	t	534.0	441.0	
Cork	t	-	-	
Weight of secondary intermediary products used to manufacture the undertaking's products and services (including packaging)	t	-	-	
Weight of secondary materials used to manufacture the undertaking's products and services (including packaging)	t	-	-	
Percentage of secondary reused or recycled components used to manufacture the undertaking's products and services (including packaging)	%	31.8%	38.0%	-6.2%
Glass	%	27.5%	35.8%	
Metal	%	60.4%	57.6%	
Paper	%	69.0%	62.5%	
Plastic	%	31.5%	31.5%	
Cork	%	-	-	
Percentage of secondary intermediary products used to manufacture the undertaking's products and services (including packaging)	%	-	-	
Percentage of secondary materials used to manufacture the undertaking's products and services (including packaging)	%	-	-	

(1) The recycled content is based on the purchased volumes for which the Group has visibility of recycled content. This perimeter covers 91% for glass, 90% for metal, 52% for paper, 58% for plastic.

RESOURCE OUTFLOWS-WASTE[1]

Waste produced	UoM	2024	2023	% change 2024 vs. 2023
Total amount of waste generated (including Courvoisier)	t	62,225.9	-	6.9%
Waste intensity per litre manufactured (including Courvoisier)	kg/L	0.1	-	7.8%
Total amount of waste generated (excluding Courvoisier)[1]	t	49,181.9	58,221.0	-15.5%
Waste intensity per litre manufactured (excluding Courvoisier)	kg/L	0.1	0.1	-4%
Total amount of waste diverted from disposal (including Courvoisier)	t	61,305.8	-	7%
Total amount of waste diverted from disposal (excluding Courvoisier)	t	48,291.8	57,409.4	-16%

(1) The discrepancy between the total amount of waste generated (excluding Courvoisier) and the destination of total waste (315.9 tonnes) is due to the fact that waste produced in a given month may sometimes be destined in later months.

Hazardous waste diverted from disposal (excluding Courvoisier)	UoM	2024	2023	% change 2024 vs. 2023
Total amount of hazardous waste diverted from disposal	t	122.0	61.2	99.3%
Preparation for reuse (both internal and external)	t	0.8	9.6	
Recycling	t	50.9	4.3	
Recovery, including energy recovery	t	64.1	37.0	
Composting	t	-	-	
Fertilization in agriculture	t	-	-	
Other recovery operations (deep well injection, on-site storage, other waste destination)	t	6.2	10.3	

(1) The waste data for Casa Lumbre in the tables above have been estimated using the data available from Arandas, given the similar distillation processes for tequila and mezcal.

Non-hazardous waste diverted from disposal	UoM	2024	2023	% change 2024 vs. 2023
Total amount of non-hazardous waste diverted from disposal (including Courvoisier)	t	61,183.8	-	6.7%
Total amount of non-hazardous waste diverted from disposal (excluding Courvoisier)	t	48,169.8	57,348.2	-16.0%
Preparation for reuse (both internal and external)	t	17,252.1	22,043.0	
Recycling	t	3,804.0	4,072.5	
Recovery, including energy recovery	t	12,991.0	13,279.1	
Composting	t	12,329.9	16,460.6	
Fertilisation in agriculture	t	9.0	-	
Other recovery operations (deep well injection, on-site storage, other waste destination)	t	1,783.8	1,493.0	

Non-recycled waste	UoM	2024	2023	% change 2024 vs. 2023
Total amount of non-recycled waste (including Courvoisier)	t	604.3	-	-25.4%
Percentage of non-recycled waste (including Courvoisier)	%	1.0%	-	-0.4%
Total amount of non-recycled waste (excluding Courvoisier)	t	574.3	810.5	-29.1%
Percentage of non-recycled waste (excluding Courvoisier)	%	1.2%	1.4%	-0.2%

Waste directed to disposal	UoM	2024	2023	% change 2024 vs. 2023
Total amount of waste directed to disposal (including Courvoisier)	t	604.3	-	-25.4%
Total amount of waste directed to disposal (excluding Courvoisier)	t	574.3	810.5	-29.1%
Amount of hazardous waste directed to disposal	t	35.9	14.1	
Incineration	t	24.1	13.6	
Landfill	t	11.8	0.5	
Other disposal operations	t	-	-	
Amount of non-hazardous waste directed to disposal (including Courvoisier)	t	568.4	-	
Amount of non-hazardous waste directed to disposal (excluding Courvoisier)	t	538.4	796.4	
Incineration	t	19.9	6.2	
Landfill	t	518.5	790.2	
Other disposal operations	t	-	-	

Waste produced (Courvoisier)	UoM	2024
Total amount of waste generated	t	13,044.0
Total amount of non-hazardous waste	t	13,044.0
of which diverted from disposal	t	13,014.0
of which directed to disposal	t	30.0
Total amount of hazardous waste	t	-
Total amount of waste diverted from disposal	t	13,014.0

Campari Group's waste levels are consistent with the industry standard for typical production. The waste composition consists mainly of solid wastes and by-products (bagasse, fermentation sludge, infusion deposits) and post-distillation liquid residues (stillage, vinasse). The absence of radioactive waste is confirmed.

Data are primarily based on direct measurements using available and practicable systems in each country. However, some markets may be limited by factors such as poor infrastructure for waste diversion, low landfill costs or the general lack of feasibility of waste recovery, especially in remote areas such as islands. These factors are taken into consideration when determining and classifying products designed according to circular principles, with the associated assumptions disclosed accordingly.

Anticipated financial benefits cannot be reliably estimated. Most packaging redesign solutions result in material savings, which translates into optimized packaging costs. In some cases, modifying packaging to achieve an environmental benefit may result in a modest additional cost, which is usually absorbed in the overall cost of the product. The use of recycled content in primary packaging materials (glass, paper and aluminum) offers cost benefits to the supplier.

EU TAXONOMY DISCLOSURES

The following disclosure complies with the reporting requirements of the EU Regulation 852/2020, hereafter referred to as 'Taxonomy Regulation' or 'Taxonomy', and subsequent delegated regulations and amendments, including Delegated Regulation 2021/2139 (Climate Delegated Act), Delegated Regulation 2021/2178 (Disclosure Delegated Act) and Delegated Regulation 2023/2486 (Environmental Delegated Act). In particular, the application of the EU Taxonomy Regulation and connected Delegated Act entrails reporting eligibility and alignment regarding activities contributing to all six environmental objectives (climate change mitigation and adaptation, sustainable use of water and marine resources, transition to circular economy, pollution prevention and control and prevention and restoration of biodiversity and ecosystem) in all reports covering the fiscal year 2024.

CAMPARI GROUP'S APPROACH

Campari Group is committed to the responsible use of resources and reduction of the environmental impact of production activities as outlined in the targets set at Group level. The Taxonomy framework permeates directly into the way Campari Group operates, as it commits in the future to increasingly include the Regulation's requirements within its business conduct, both at strategic and operational level.

ELIGIBILITY ASSESSMENT

The Group carried out a screening of its activities and operations to identify economic activities that could be considered as eligible with respect to all six environmental objectives. Moreover, it has carried out an in-depth assessment of the consolidated revenues in the financial statement, in order to assess the presence of eligible economic activities that generate net sales. The KPI of turnover is considered with respect to the provision of par. 1.1.1. of Annex I Disclosure Delegated Act as net sales in line with International Accounting Standard (IAS) 1, paragraph 82(a) as reported in Campari Group Consolidated Financial statements at 31 December 2024, paragraph 3.i.. The analysis included a screening of the activities of the six climate objectives with the aim of assessing their eligibility, and whether they are classified within the consolidated net sales items. The assessment showed that Campari has no revenue-generating activity included in the accounting item 'net sales': for Campari Group,

net sales are almost entirely related to the sale of spirits in the Group's markets.
Capital expenditures ('CapEx') and operating expenditure ('OpEx') were analysed separately to map those connected with assets or processes that are associated with Taxonomy-eligible economic activities and with the acquisition of outputs from eligible economic activities or individual measures that reduce greenhouse gasses emissions[1]. Such types of CapEx and OpEx will hereafter be referred to as capital and operating expenditures in eligible (or aligned) economic activity. Campari Group identified some capital expenditure in eligible economic activities contributing to the Climate Change Mitigation and Circular Economy objectives. In case of eligible individual measures, they will be implemented and operational within 18 months from the recognition of the CapEx within the financial statement.
It should be noted that as the Group's core activities are not yet included in the Regulation and thus there are no specifications of what characteristics its core business activities must have to be taxonomy-eligible or -aligned, Campari Group is not investing in a 'CapEx plan' as defined by the Regulation to expand Taxonomy-aligned economic activities or to allow Taxonomy-eligible economic activities to become Taxonomy-aligned with respect to its own core activities. Nevertheless, it is committed to considering and evaluating the integration of sustainability criteria as defined by the EU Taxonomy Regulation in its investments whenever possible.
The main difference in the composition and magnitude of eligible activities is connected to the activity '7.7 Acquisition and ownership of buildings (CCM)', which includes the purchase of the building for the new Campari headquarters in Milan. This project is expected to entail resources invested in the renovation of the building in the coming years.
CapEx considered eligible can be divided into the following activities, potentially contributing to the following objectives: Climate change mitigation ('CCM') and Transition to a circular economy ('CE').

These capital and operating expenditures are defined by the Commission Delegated Regulation (EU) 2021/2178 of 6 July 2021, Art. 8 Delegated Regulation-(Annex I) as 'related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low carbon or to lead to greenhouse gas reductions'.
The list of eligible activities and the related contribution objectives is detailed below. The data refer to eligible activities and eligible but not aligned activities.

Economic Activities	Activity objectives for eligibility	Percentage of eligibility (CapEx)
Acquisition and ownership of buildings	CCM 7.7.	15.62%
Construction of new buildings	CCM 7.1., CE 3.1.	6.86%
Construction, extension and operation of waste water collection and treatment	CCM 5.3.	3.36%
Anaerobic digestion of bio-waste	CCM 5.7.	2.02%
Renovation of existing buildings	CCM 7.2., CE 3.2.	1.12%
Installation, maintenance and repair of renewable energy technologies	CCM 7.6.	0.55%
Production of alternative water resources for purposes other than human consumption	CE 2.2.	0.31%
Provision of IT/OT data-driven solutions	CE 4.1.	0.08%
Total % of eligible projects (eligible activities and eligible but not aligned activities)		**29.91%**

ALIGNMENT ASSESSMENT

The identified capital expenditures in eligible economic activities have been investigated to assess whether they could be considered aligned. The assessment was conducted considering the projects' features and involving the most relevant suppliers that collaborated with Campari Group for the implementation of each project.

MINIMUM SAFEGUARDS

In line with the provision of the Taxonomy Regulation, the Group ensures that it will carry out its activities in respect of the social minimum safeguards drawing guidance from globally recognised frameworks such as the OECD Guidelines for Multinational Enterprises (OECD MNE Guidelines), the UN Guiding Principles on Business and Human Rights ('UNGPs'), including the principles and rights set out in the eight fundamental conventions identified in the Declaration of the International Labor Organization on Fundamental Principles and Rights at Work and The International Bill of Human Rights.

1 Some activities were further explored following refinements to the analysis methodology. Specifically, the irrigation project located in Martinique at the Bellonnie et Bourdillon Successeurs S.A.S. legal entity, last year was deemed as eligible for activity '5.1 Construction, extension and operation of water collection, treatment and supply systems (CCM)', while this year it was assessed as eligible for activity '2.2 Production of alternative water resources for purposes other than human consumption (CE)' as well. Similarly, the Vinasse Treatment Plant project in Arandas (Mexico) at the Campari Mexico Destiladora S.A. de C.V legal entity, this year has been assessed as eligible for activity '5.7 Anaerobic digestion of bio-waste (CCM)'.

Consistently with the previous reporting period, the Group adopted a two-level assessment approach, conducting a screening at both organization level and supplier level to ensure compliance with the minimum safeguards within its operations and along the supply chain. The assessment focused on the topics of human rights (including labor and consumer rights), corruption and bribery, taxation and fair competition.

Regarding compliance within the organization, Campari Group has adopted the Code of Ethics that summarizes the guiding principles of the Group's conduct and implemented specific measures for each of the topics covered by the minimum safeguards. Detailed information about the Code of Ethics and the measures taken by the Group in the areas of human rights, corruption and bribery, taxation and fair competition can be found in the dedicated sections in this document. With the aim of enhancing transparency around diversity and inclusion within the Group, Campari Group monitors disparities in remuneration among genders by adopting the KPI of gender pay gap, as reported in the 'ESRS S1 Own workforce - Equal treatment and opportunities for all' paragraph of this document. Additional information on diversity and inclusion with regard to the composition of the Board of Directors can be found in the 'The Sustainability Governance model' section. In line with the last year, Campari Group has not been convicted in court in cases related to human rights, corruption and bribery, taxation or fair competition, nor it has been involved in a case handled by an OECD National Contact Point ('NCP') or questioned by the Business and Human Rights Resource Center ('BHRRC'). Moreover, to ensure proper conduct and compliance with minimum safeguards criteria throughout the supply chain and to strengthen its commitment to protecting the rights of value chain workers, Campari Group launched its Human Rights Due Diligence process in 2024. New expectations were introduced in 2024 for the Group's suppliers, requiring them to sign an updated version of the Supplier Code of Conduct. This revised Code outlines Campari Group's standards for sustainability, ethics and compliance, with enhanced clauses addressing key ESG topics. The updated sections cover critical areas including labor standards, environmental stewardship, greenhouse gas emissions, waste reduction, pollution control, sustainable packaging and practices supporting sustainable agriculture and biodiversity.

Furthermore, to verify compliance across the value chain, a specific assessment has been conducted on the suppliers related to the projects considered aligned to the Taxonomy framework. The analysis involved directly questioning suppliers about procedural and outcome dimensions. The analysis conducted allowed for an assessment of whether both Campari Group and the selected suppliers operate in compliance with all minimum safeguard criteria, ensuring that the activities specified below align with the Regulation.

SUBSTANTIAL CONTRIBUTION AND DO NO SIGNIFICANT HARM ('DNSH')

The alignment to Substantial Contribution and DNSH criteria was assessed through an investigation of the projects' features, conducted, when necessary, with the collaboration of the involved suppliers. Details about the aligned projects, and therefore connected CapEx, as well as results of the assessment are presented below.

The list of aligned projects and the related contribution objective is detailed below.

Project details	Objective	Activity	Percentage of alignment (CapEx)
Implementation of a wastewater treatment plant into the New Yarmouth distillery to ensure a safer return of treated wastewater to the environment	CCM	5.3	3.36%
Production of alternative water resources for purposes other than human consumption in the Agri Martinique production site	CE	2.2	0.31%
Installation of photovoltaic panels in the New Yarmouth production site	CCM	7.6	0.12%
Implementation of a IT/OT software for the management of the bottling line in order to evaluate the status of the entire line	CE	4.1	0.05%
Installation of photovoltaic panels in the Novi Ligure production site	CCM	7.6	0.03%
Total % of aligned projects			**3.87%**

It should be considered that the Group's core business is excluded from the Taxonomy, and therefore the absence of specific characteristics to define the activities as sustainable entails a difficulty in aligning the activities that emerged as eligible even though they have important elements of efficiency. An example is the eligible project of the Vinasse Treatment Plant the Group is implementing in its production plant in Arandas, Mexico. This Low-Rate Multiphase Treatment System allows conversion of organic waste to recoverable biogas and reduce the volume of sludge and make it reusable. This system makes the treated wastewater suitable for reuse or discharge in compliance with environmental regulations. Moreover, the methane from vinasse decomposition is prevented from spreading into the atmosphere and the generated biogas is recovered to be used by a new high-efficiency multi-fuel steam boiler, therefore reducing the use of heavy fuel in favour of low-emitting renewable energy (Scope 1). Finally, the reduced volume of solid residues decreases the emissions from their transportation (Scope 3), entering the composting facility to be treated to produce natural fertilizers and compost for local farmers.
Furthermore, special attention is dedicated to the 'Thermal Vapor Recompression' project ('TVR'), located at the GlenGrant plant. Previously reported in 2023 in relation to preliminary activities, the project envisaged development activities in 2024. The main benefits deriving from the implementation of the project are the following:

- reduction of thermal energy consumption as a partial step towards the distillery's decarbonization path and contribution to the Group CO2 intensity target;
- reduction of water withdrawals from the local river, given the local context of possible increased risk of drought and also as a contribution to global water intensity target.

The project, consisting of the installation of a TVR system on all four wash stills, is estimated to reduce the energy usage and cooling water by introducing a closed loop, allowing about 40% of water savings, 20% of energy savings and 20% of CO2 emissions savings.
In addition, when applicable to its projects, the Group is committed to the increasing integration of the principles and criteria of the EU Taxonomy. This is the case, for example, of the previously mentioned new Campari Group's headquarters in Milan. The Group has in fact acquired a building that will serve as the new headquarters and has planned major renovation operations. In the context of the execution of these work projects, which will be taking place in 2025, the Group arranged for the alignment criteria of the EU Taxonomy to be considered by both projects' design and the suppliers involved.

Details about the projects aligned in 2024 are presented in the tables below.

ACTIVITY 5.3. CONSTRUCTION, EXTENSION AND OPERATION OF WASTEWATER COLLECTION AND TREATMENT (CCM)

Requirements	Elements for compliance
Substantial Contribution (for Climate Change Mitigation)	The net energy consumption of the wastewater treatment plant is below the threshold set for its capacity. Moreover, the assessment of the direct GHG emissions was not required as it concerns a newly built plan. The calculation was made taking into account the daily consumption value.
DNSH Climate Change Adaptation	Campari Group does consider the relevant risks for its activity among the ones included in Appendix A and takes the necessary adaptation actions. More specifically, Campari Group performs a site-level assessment to evaluate both the physical climate-related and chronic risks considering three different climate change scenarios and developed the project taking into consideration the risks identified based on the type of activity and location according to the latest guidance and recommendations available. In this context, the details of the climate risk assessment are considered proportionate to the type of activity and the current assessment is sufficient to identify the physical climate risks that are material to the activity.
DNSH Use and protection of Water and Marine Resources	The environmental degradation risks related to preserving water quality and avoiding water stress are identified and addressed in accordance with applicable national law and a water use and protection management plan has been developed accordingly. The project was formally approved by and complies with the requirements of the Jamaican National Environmental Department regarding the preservation of water quality and the avoidance of water stress. The interaction with the Jamaican Agency could be considered as an element of compliance also for the DNSH Pollution Prevention and Control and Protection and Restoration of Biodiversity and Ecosystems. Furthermore, the treated water is not used for agricultural irrigation.
DNSH Pollution Prevention and Control	Discharges to receiving waters meet the requirements as laid down in national provisions stating maximum permissible pollutant levels from discharges to receiving waters.
DNSH Protection and Restoration of Biodiversity and Ecosystems	It was assessed that the site is not located in or near biodiversity-sensitive areas and all requirements set by the national legislation have been respected.

ACTIVITY 7.6. INSTALLATION, MAINTENANCE AND REPAIR OF RENEWABLE ENERGY TECHNOLOGIES (CCM)

Requirements	Elements for compliance
Substantial Contribution (for Climate Change Mitigation)	The three projects under analysis involve the installation, maintenance and repair of solar photovoltaic systems and the ancillary technical equipment activity.
DNSH Climate Change Adaptation	Campari Group does consider the relevant risks for its activity among the ones included in Appendix A and takes the necessary adaptation actions. More specifically, Campari Group performs a site-level assessment to evaluate the physical climate-related risks and chronic risk considering three different climate change scenarios. Moreover, the Group developed the projects taking into consideration the risks identified based on the type of activity and location according to the latest guidance and recommendations available. In this context, the details of the climate risk assessment are considered proportionate to the type of activity and the current assessment is sufficient to identify the physical climate risks that are material to the activity.

ACTIVITY 2.2 PRODUCTION OF ALTERNATIVE WATER RESOURCES FOR PURPOSES OTHER THAN HUMAN CONSUMPTION (CE)

Requirements	Elements for compliance
Substantial Contribution	The Trois Rivieres production site project involves the construction of a facility for harvesting rain and storm water, which is included within the categories expressed by the Substantial Contribution Criteria. The alignment assessment verified that, in relation to the category in which the project falls, the requirements were correctly addressed.
DNSH Climate Change Adaptation	Campari Group does consider the relevant risks for its activity among the ones included in Appendix A and takes the necessary adaptation actions. More specifically, Campari Group performs a site-level assessment to evaluate both the physical climate-related and chronic risks taking into account three different climate change scenarios ('low' based on RCP 2.6; 'intermediate' based on RCP 4.5; and 'high' based on RCP 8.5) and developed the project taking into consideration the risks identified based on the type of activity and location according to the latest guidance and recommendations available. In this context, the details of the climate risk assessment are considered proportionate to the type of activity and the current assessment is sufficient to identify the physical climate risks that are material to the activity.
DNSH Water	The environmental degradation risks related to preserving water quality and avoiding water stress are identified and addressed in accordance with applicable national law and a water use and protection management plan has been developed accordingly. The project activities include, in the scope of the project design, the assessment of environmental degradation risks related for the preservation of water quality. In particular, the project has foreseen an Environmental impact assessment, aimed at evaluating the impacts on the aquatic environment, fauna and flora, and to address any related risks.
DNSH Pollution	The project does not entail the reuse of reclaimed water, therefore the requirement contained within the DNSH Pollution, applicable specifically to facilities for producing reclaimed water, was assessed as 'not applicable' with respect to the Trois Rivières project.
DNSH Biodiversity	The project included an Environmental Impact Assessment which assessed the surrounding areas of the site, who assessed the proximity of the site to a protected area (the mangrove). The management of this area has been designed to avoid taking too much soft water from the area, and to avoid releasing the water in case of overflow or emptying in the direction of the mangrove, using a naturally occurring intermittent stream trace.

ACTIVITY 4.1 PROVISION OF IT/OT DATA-DRIVEN SOLUTIONS (CE)

Requirements	Elements for compliance
Substantial Contribution	SEDAPTA project was assessed as eligible in relation to the 'remote monitoring and predictive maintenance systems' category included within the Substantial Contribution criteria. The project involves, within the bottling lines, the monitoring of the line's status, in which PLCs and/or CPUs of machines send alarms and warnings in case of failures.
DNSH Climate Change Adaptation	Campari Group does conduct periodic climate change risk assessments at site level for all its sites, including where SEDAPTA is implemented. The details of the climate risk assessment are considered proportional to the type of activity.
DNSH Water	Given the nature of the IT/OT system-related activity, together with the interpretation of the requirements of the regulation, the DNSH Water criteria is deemed as not applicable for the project under analysis: this requirement is considered as not relevant for this activity, thereby does not give rise to any potential issues with a DNSH-criterion.
DNSH Pollution	The alignment criteria listed within DNSH Pollution have been assessed to ensure compliance. In particular, the hardware applied meets the efficiency criteria required by Directive 2009/125/EC for servers and data storage products, and is provided with all major environmental certifications (including EnergyStar, EPEAT, ISO 14001, RoHS, REACH).
DNSH Biodiversity	Given the nature of the IT/OT system-related activity, together with the interpretation of the requirements of the regulation, the DNSH Biodiversity criteria is deemed as not applicable for the project under analysis: this requirement is considered as not relevant for this activity, thereby does not give rise to any potential issues with a DNSH-criterion.

RESULTS AND ACCOUNTING POLICY

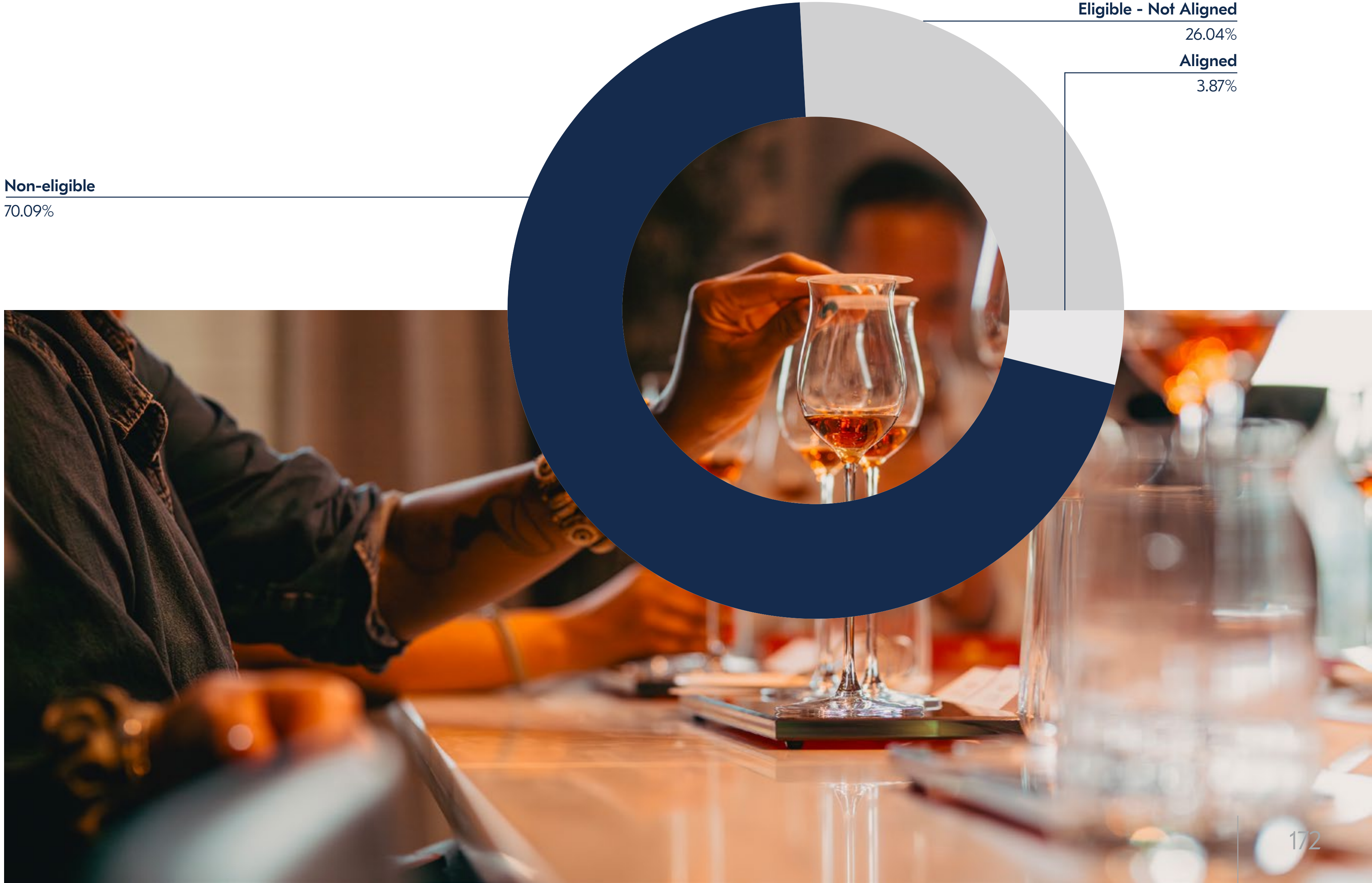
The Group's result for the full year 2024 related to *Taxonomy-eligible but not aligned, Taxonomy-aligned* and *Taxonomy not-eligible* activities are hereby reported in line with the provision of the Disclosure Delegated Act and following modification.

TURNOVER

The Group, in line with the previous year, reports no eligible net sales, as shown in Table 1, where the Group's net sales are categorized as non-eligible. In particular, the net sales almost entirely relate to the sale of own spirits in the Group's markets, with remaining components being agency brand net sales. The denominator of the turnover KPI according to EU Taxonomy can be reconciled with note 'Net sales' of the Campari Group Consolidated Financial statements at 31 December 2024.

CAPEX

The table 2 below shows the Group CapEx divided into *Taxonomy-aligned*, *Taxonomy-eligible but not aligned* and *Taxonomy-not-eligible activities*.
Most of the capital expenditures in eligible economic activities refer to the acquisition and ownership of buildings, construction of new buildings, construction of wastewater treatment plants, anaerobic digestion of biowaste, renovation of existing buildings and efficiency projects, installation of solar photovoltaic



systems, and ancillary technical equipment, provision of IT/OT data-driven solutions and production of alternative water resources for purposes other than human consumption.

The amount of total Taxonomy-eligible activities (both aligned and not aligned) amounted to 29.91%, in 2024. This value represents a significant increase compared to the previous year's value of 19.11%. This is due to the extraordinary expenses connected to the acquisition of a new building in the central Milan (Italy) that, as already reported, will serve as new headquarter office and has been categorized as eligible under the activity 'Acquisition and ownership of buildings' (CCM 7.7). Regarding the level of alignment, the KPI of aligned CapEx stands at 3.87% compared to 3.80% in the previous year. While the percentage of aligned CapEx is in line with the one reported in 2023, the absolute value and number of aligned projects increased in 2024. In this regard, it shall be noticed that both the eligible and the aligned KPI is influenced by the increase in the CapEx denominator due to the acquisition finalized during the reporting year. With reference to the results in Table 2, the total CapEx consists of additions to tangible and intangible assets during the financial year (including the perimeter effect from business acquisitions). In particular, it refers to the addition and perimeter effects of property, plant and equipment, net tangible fixed assets (right of use assets), biological assets and intangible assets (including goodwill and brands). Total CapEx are consistent with the Group Consolidated Financial statement at 31 December 2024, by including just the flow 'additions' and 'Perimeter effect from business combination' of the 'Property, plant and equipment, right of use assets and biological assets' and 'intangible assets, other intangible assets' in note '4. Operating assets and liabilities' paragraphs. As explained above, the capital expenditures in the numerator are those related to the purchase of output from Taxonomy-aligned economic activities. The capital expenditures in the aligned numerator refer to the addition to property, plant and equipment for a total of 3.82%, while the part connected to the provision of IT/ OT data-driven solutions of 0.05% refer to intangible asset. Double counting was avoided by individually examining each of the items categorized as eligible and aligned and filling in reporting templates in line with the provisions of the Regulation.

OPEX

Table 3 below shows the OpEx calculated as the sum of direct non-capitalized costs related to research, development and innovation, as well as maintenance, repairs and renovation measures on property plant and equipment and short-term rental according to the Disclosure Delegated Act. This item is part of the overall 'Cost of goods sold' and 'Selling, general and administrative expenses' disclosed under the respective note of the Campari Group Consolidated Financial statements at 31 December 2024. As the reporting process for the Taxonomy Regulation progresses, and with the inputs from the European Commission clarifying the methodology for disclosing information related to the eligibility and alignment of economic activities, Campari Group is refining its method of data collection and evaluation. For this reason, the Company has implemented a reporting process that aims to make the definition and evaluation of OpEx that occurred in the reporting year even more accurate, determining a step forward for its taxonomy disclosure in line with its commitment. In 2024, some minor OpEx on building maintenance and repairs have been found: these OpEx are considered negligible compared to the total Group OpEx value but are still reported within the mandatory templates.
Lastly, it is specified that the Group considered the provision of the Complementary Climate Delegated Act (Commission Delegated Regulation (EU) 2022/1214) relating to the reporting of the involvement in natural gas and nuclear-related economic activities, not identifying applicable activities. Table 4 of this document shows the template required by the Delegated Act.

TABLE 1[1] – PROPORTION OF TURNOVER FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING YEAR 2024

Financial year 2024				**Substantial Contribution Criteria**						**DNSH criteria ('Does Not Significantly Harm')**									
Economic Activities	**Code**	**Turnover**	**Proportion Turnover, year N**	**Climate Change Mitigation**	**Climate Change Adaptation**	**Water**	**Pollution**	**Circular Economy**	**Biodiver-sity**	**Climate Change Mitigation**	**Climate Change Adaptation**	**Water**	**Pollution**	**Circular Economy**	**Biodiver-sity**	**Minimum Safeguards**	**Propor-tion of Taxonomy aligned (A.1.) or eli-gible (A.2.) Turnover, year 2023**	**Category enabling activity**	**Category transitional activity**
		€ million	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
N/A		-	—%																
Turnover of environmen-tally sustai-nable activities (Taxonomy-ali-gned) (A.1)		-	—%	N/A	N/A	N/A	N/A	N/A	N/A								—%		
of which Enabling		-	—%														—%		
of which Transitional		-	—%														—%		
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
N/A		-	—%														—%		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-ali-gned activities) (A.2)		-	—%																
A. Turnover of Taxonomy eli-gible activities (A1+A2)		-	—%	—%	—%	—%	—%	—%	—%								—%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		3,069.7	100%																
TOTAL (A+B)		3,069.7	100%																

1 For the purposes of tabular representation, the following legend applies:
Climate Change Mitigation ('CCM');
Climate Change Adaptation ('CCA');
Water and Marine Resources ('WTM');
Circular Economy ('CE');
Pollution Prevention and Control ('PPC');
Biodiversity and Ecosystems ('BIO').
For the reading of the alignment section of the templates, the following legend applies:
Y-Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective;
N-No, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective.
For the reading of the eligibility section of the templates, the following legend applies:
N/EL-not eligible, Taxonomy non-eligible activity for the relevant environmental objective;
EL-Taxonomy eligible activity for the relevant objective.

TABLE 2 – PROPORTION OF CAPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING YEAR 2024

Financial year 2024				Substantial Contribution Criteria					
Economic Activities	Code	CapEx	Proportion of CapEx, year N	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity
		€ million	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1. Environmentally sustainable activities (Taxonomy-aligned)									
Construction, extension and operation of wastewater collection and treatment	CCM 5.3	20.84	3.36%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Production of alternative water resources for purposes other than human consumption	CE 2.2	1.93	0.31%	N/EL	N/EL	N/EL	N/EL	Y	N/EL
Provision of IT/OT data-driven solutions	CE 4.1	0.33	0.05%	N/EL	N/EL	N/EL	N/EL	Y	N/EL
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.90	0.14%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
CapEx of environmentally sustainable activities		24.00	3.87%	3.50%	—%	—%	—%	0.37%	—%
of which Enabling		1.23	0.20%	Y	N/EL	N/EL	N/EL	Y	N/EL
of which Transitional		-	—%	N/EL					

Financial year 2024		DNSH criteria ('Does Not Significantly Harm')									
Economic Activities	Code	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum Safeguards	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) CapEx, year 2023	Category enabling activity	Category transitional activity
		Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES											
A.1. Environmentally sustainable activities (Taxonomy-aligned)											
Construction, extension and operation of wastewater collection and treatment	CCM 5.3		Y	Y	Y		Y	Y	2.69%		
Production of alternative water resources for purposes other than human consumption	CE 2.2	Y	Y	Y	Y		Y	Y	—%		
Provision of IT/OT data-driven solutions	CE 4.1		Y	Y	Y			Y	—%	E	
Installation, maintenance and repair of renewable energy technologies	CCM 7.6		Y						1.11%	E	
CapEx of environmentally sustainable activities									3.80%		
of which Enabling		N/A	Y	N/A	N/A	N/A	N/A	Y	1.11%	E	
of which Transitional		N/A	N/A	N/A	N/A	N/A	N/A	N/A	—%		

Financial year 2024				Substantial Contribution Criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities	Code	CapEx	Proportion of CapEx, year N	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiver-sity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiver-sity	Minimum Safeguards	Propor-tion of Taxonomy aligned (A.1.) or eli-gible (A.2.) CapEx, year 2023	Category enabling activity	Category transitional activity
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
		€ million	%	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	N	N	N	N	N	N	Y/N	%	E	T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Acquisi-tion and ownership of buildings	CCM 7.7	96.86	15.62%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								—%		
Construction of new buil-dings	CCM 7.1, CE 3.1	42.54	6.86%	EL	N/EL	N/EL	N/EL	EL	N/EL								10.75%		
Anaerobic digestion of bio-waste	CCM 5.7	12.50	2.02%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								—%		
Renovation of existing buildings	CCM 7.2, CE 3.2	6.97	1.12%	EL	N/EL	N/EL	N/EL	EL	N/EL								1.05%		
Installation, maintenance and repair of renewables energy techno-logies	CCM 7.6	2.50	0.40%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.56%		
Provision of IT/OT data-driven solutions	CE 4.1	0.17	0.03%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.06%		
Construction, extension and operation of wastewater collection and treatment	CCM 5.3	-	—%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								2.10%		
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.1	-	—%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.47%		

Financial year 2024				Substantial Contribution Criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities	Code	CapEx	Proportion of CapEx, year N	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiver-sity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiver-sity	Minimum Safeguards	Propor-tion of Taxonomy aligned (A.1.) or eli-gible (A.2.) CapEx, year 2023	Category enabling activity	Category transitional activity
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
		€ million	%	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	N	N	N	N	N	N	Y/N	%	E	T
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	-	—%	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.33%		
CapEx of Taxonomy- eli-gible but not environmentally sustainable activities (not Taxonomy-ali-gned activities) (A.2)		161.53	26.05%	26.02%	—%	—%	—%	0.04%	—%								15.32%		
A. CapEx of Taxonomy eli-gible activities (A1+A2)		185.5	29.91%	29.52%	—%	—%	—%	0.39%	—%								19.11%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities		434.7	70.09%																
TOTAL (A+B)		**620.2**	**100%**																

	Proportion of CapEx/Total CapEx	
	Taxonomy-Aligned per objective	**Taxonomy-Eligible per objective**
CCM	3.5%	29.5%
CCA	—%	—%
WTR	—%	—%
CE	0.4%	8.4%
PPC	—%	—%
BIO	—%	—%

TABLE 3 – PROPORTION OF OPEX FROM PRODUCTS OR SERVICES ASSOCIATED WITH TAXONOMY-ALIGNED ECONOMIC ACTIVITIES – DISCLOSURE COVERING YEAR 2024

Financial year 2024				**Substantial Contribution Criteria**						**DNSH criteria ('Does Not Significantly Harm')**									
Economic Activities	**Code**	**OpEx**	**Proportion of OpEx, year N**	**Climate Change Mitigation**	**Climate Change Adaptation**	**Water**	**Pollution**	**Circular Economy**	**Biodiversity**	**Climate Change Mitigation**	**Climate Change Adaptation**	**Water**	**Pollution**	**Circular Economy**	**Biodiversity**	**Minimum Safeguards**	**Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year 2023**	**Category enabling activity**	**Category transitional activity**
		€ million	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
N/A		-	—%																
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		-	—%														—%		
of which Enabling		-	—%																
of which Transitional		-	—%																
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Acquisition and ownership of building	CCM 7.7	0.01	0.02%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								—%		
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.1	0.02	0.05%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								—%		
OpEx of Taxonomy- eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0.03	0.07%	EL	N/EL	N/EL	N/EL	N/EL	N/EL										
A. OpEx of Taxonomy eligible activities (A1+A2)		0.03	0.07%	0.02%	—%	—%	—%	—%	—%								—%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy- non-eligible activities		39.4	99.93%																
TOTAL (A+B)		**39.4**	**100%**																

TABLE 4 - NUCLEAR AND FOSSIL GAS RELATED ACTIVITIES

Row	Nuclear energy related activities	Yes/No
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
	Fossil gas related activities	
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

RECONCILIATION TABLE RELATED TO ENVIRONMENTAL INFORMATION

RECONCILIATION TABLE RELATED TO CLIMATE CHANGE

Standard ESRS	Sustainability statement paragraph	Notes
Governance		
ESRS 2 GOV-3—Integration of sustainability-related performance in incentive schemes [DR: 13]	Governance and policies related to Climate change mitigation and adaptation and Energy	For more information related to ESRS 2 GOV-3, 13 please refer to the 'Sustainability Governance model' chapter
Strategy		
E1-1—Transition plan for climate change mitigation [DR: 14-17]	Transition Plan for Climate change Governance and policies related to Climate change mitigation and adaptation and Energy	For more information related to ESRS E1-1 16.e, AR 4 please refer to the 'Taxonomy' chapter. 16a, AR 1-2-3-4-5 are not applicable
ESRS 2 SBM-3—Material impacts, risks and opportunities and their interaction with strategy and business model [DR: 18-19]	Strategy, Impacts, risks and opportunities related to Climate change	-
Impact, risk and opportunity management		
ESRS 2 IRO-1—Description of the processes to identify and assess material climate-related impacts, risks and opportunities [DR: 20-21]	Strategy, Impacts, risks and opportunities related to Climate change	For more information related to ESRS 2 IRO-1 21, AR 13-15 please refer to ESRS 2 SBM-3
E1-2—Policies related to climate change mitigation and adaptation [DR: 22-25]	Governance and policies related to Climate change mitigation and adaptation and Energy	ESRS 2 MDR-P, par.62 is not applicable
E1-3—Actions and resources in relation to climate change policies [DR: 26-29]	Climate change commitments, Actions and Metrics	For more information related to ESRS E1-3 29.c.i-ii please refer to the 'Taxonomy' chapter ESRS 2 MDR-P par. 62, ESRS 2 MDR-A, par.62, E1-3 29.c.iii, are not applicable ESRS 2 MDR-A 68.e reported only qualitative disclosures for this first year of application
Metrics and targets		
E1-4—Targets related to climate change mitigation and adaptation [DR: 30-34]	Climate change commitments, Actions and Metrics	E1-4, 34.c voluntary information are not disclosed for this first year of application ESRS 2 MDR-T, par. 80 i is not applicable as targets have not changed
E1-5—Energy consumption and mix [DR: 35-43]	Climate change commitments, Actions and Metrics	ESRS E1-5, 37.b is not applicable
E1-6—Gross Scopes 1, 2, 3 and Total GHG emissions [DR: 44-55]	Climate change commitments, Actions and Metrics	
E1-7—GHG removals and GHG mitigation projects financed through carbon credits [DR: 56-61]	Not applicable	Information related to Disclosure Requirement 'E1-7: GHG Removals and GHG mitigation projects financed through carbon credits' are not material for Campari Group, as they relate to activities not conducted by the organisation. For this reason, they are considered non-applicable
E1-8—Internal carbon pricing [DR: 62-63]	Not applicable	Information related to Disclosure Requirement 'E1-8: Internal carbon pricing' are not material for Campari Group, as they relate to activities not conducted by the organisation. For this reason, they are considered non-applicable
E1-9—Anticipated financial effects from material physical and transition risks and potential climate-related opportunities [DR: 64-70]	Not applicable	Campari, in the preparation of this Sustainability statement, avails itself of the option indicated in Appendix C - 'List of phased-in Disclosure Requirements' which establishes that Campari Group may omit the information prescribed by ESRS E1-9 for the first year of preparing its Sustainability statement

RECONCILIATION TABLE RELATED TO WATER AND MARINE RESOURCES

Standard ESRS	Sustainability statement paragraph	Notes
Impact, risk and opportunity management		
ESRS 2 IRO-1—Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities [DP: 8]	Policies, Actions and Impact, Risk and Opportunity related to Water and marine resources	ESRS 2 IRO-1 8.a cross ref with ESRS E3-3 23.a
E3-1—Policies related to water and marine resources [DP: 9-14]	Policies, Actions and Impact, Risk and Opportunity related to Water and marine resources	ESRS 2 MDR-P 62 is not applicable ESRS E3-1, 13 voluntary information are not disclosed for the first year of application ESRS E3-1, 14 is not a material topic for Campari Group ESRS E3-1, AR 18 voluntary information are not disclosed for the first year of application
E3-2—Actions and resources related to water and marine resources [DP: 15-19]	Policies, Actions and Impact, Risk and Opportunity related to Water and marine resources	ESRS 2 MDR-A par.62 is not applicable ESRS 2 MDR-A 68.e, reported only qualitative disclosures for this first year of application ESRS E3-2, AR 20 voluntary information are not disclosed for the first year of application
Metrics and targets		
E3-3—Targets related to water and marine resources [DP: 20-25]	Policies, Actions and Impact, Risk and Opportunity related to Water and marine resources Metrics and Targets related to water, marine resources and water consumption disclosures	ESRS E3-3 23.b is not applicable ESRS E3-3 24, AR23 voluntary information are not disclosed for this first year of application ESRS 2 MDR-T, par. 80 i is not applicable as targets have not changed
E3-4—Water consumption [DP: 26-29]	Metrics and Targets related to water, marine resources and water consumption disclosures	ESRS E3-4, 28d is not applicable ESRS E3-4, AR 30, AR 31 voluntary information are not disclosed for this first year of application
E3-5—Anticipated financial effects from material water and marine resources-related risks and opportunities [DP: 30-33]	Metrics and Targets related to water, marine resources and water consumption disclosures	ESRS E3-5 is not disclosed due to the phase in

RECONCILIATION TABLE RELATED TO BIODIVERSITY AND ECOSYSTEMS

Standard ESRS	Sustainability statement paragraph	Notes
Strategy		
ESRS E4-1—Transition plan and consideration of biodiversity and ecosystems in strategy and business model [DR: 11-15]	Strategy, Policies and Actions related to Biodiversity and ecosystem	ESRS E4-1, par.15, AR1 is considered not applicable
ESRS 2 SBM-3—Material impacts, risks and opportunities and their interaction with strategy and business model [DR: 16]	Impacts, risk and opportunities related to Biodiversity and ecosystems	
Impact, risk and opportunity management		
ESRS 2 IRO-1—Description of the processes to identify and assess material biodiversity and ecosystem-related impacts, risks, dependencies and opportunities [DR: 17-19]	Impacts, risk and opportunities related to Biodiversity and ecosystems	For more information related to ESRS IRO-1 par 17.e.i-iii please refer to the section 'Impacts, risk and opportunities related to Biodiversity and ecosystems' ESRS 2 IRO-1, 18 voluntary information are not disclosed for this first year of application
E4-2—Policies related to biodiversity and ecosystems [DR: 20-24]	Strategy, Policies and Actions related to Biodiversity and ecosystem	ESRS 2 MDR-P, par.62, E4-2, par. 23.f, AR12, AR16, AR17, 24.c are considered not applicable
E4-3—Actions and resources related to biodiversity and ecosystem [DR: 25-28]	Strategy, Policies and Actions related to Biodiversity and ecosystem	ESRS E4-3, MDR-A par 68e is considered not applicable ESRS E4-3, 28.b.i, 28.b.ii, 28.b.iii, AR18, AR18, AR20 are considered not applicable ESRS E4-3, 28.a voluntary information are not disclosed for this first year of application
Metrics and targets		
E4-4—Targets related to biodiversity and ecosystems [DR: 29-32]	Metrics and Targets related to Biodiversity and ecosystem	ESRS 2 MDR-T, par 81.a voluntary information is not disclosed for this first year of application ESRS E4-4 AR 22 voluntary information are not disclosed for this first year of application ESRS 2 MDR-T, par. 80 i is not applicable as targets have not changed
E4-5—Impact metrics related to biodiversity and ecosystems change [DR: 33-41]	Metrics and Targets related to Biodiversity and ecosystem	ESRS E4-5, par. 36, 38.c, 38.d, 38.e, 39, 40, 41, AR32, AR34 are not applicable
E4-6—Anticipated financial effects from material biodiversity and ecosystem-related risks and opportunities [DR: 42-45]	Metrics and Targets related to Biodiversity and ecosystem	ESRS E4-6 par.45 is considered not applicable ESRS E4-5, AR39 is not applicable

RECONCILIATION TABLE RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

Standard ESRS	Sustainability statement paragraph	Notes
Impact, risk and opportunity management		
ESRS 2 IRO-1—Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities [DP: 11-20]	Impact, risk and opportunity related to Resource use and circular economy	-
E5-1—Policies related to resource use and circular economy [DP: 12-16]	Policies and Actions related to Resource use and circular economy	ESRS 2 MDR-P, par.62 is not applicable ESRS E5-1 AR9 is not applicable as the concept of the waste hierarchy has not been taken into consideration
E5-2—Actions and resources related to resource use and circular economy [DP: 17-20]	Policies and Actions related to Resource use and circular economy	ESRS 2 MDR-A 69.a, reported only qualitative disclosures for this first year of application ESRS 2 MDR-A 69.b, and C AR23 are not disclosed since the retrieval of the required information is impractical ESRS E5-2 20, AR11, AR12 voluntary information are not disclosed for this first year of application ESRS 2 MDR-P par. 62, ESRS MDR-A par. 62 are not applicable
Metrics and targets		
E5-3—Targets related to resource use and circular economy [DP: 21-27]	Metrics and Targets related to Resource use and circular economy	ESRS 2 MDR-T par. 80.b-j are not applicable ESRS E5-3 25 is not applicable ESRS 2 MDR-T, par 81.a, E5-3 26.a-c voluntary information are not disclosed for this first year of application ESRS 2 MDR-T, par. 80 i is not applicable as targets have not changed
E5-4—Resource inflows [DP: 28-32]	Metrics and Targets related to Resource use and circular economy	For more information related to ESRS 5-4 AR22 please refer to the 'Policies and Actions related to Resource use and circular economy' section
E5-5—Resource outflows [DP: 33-40]	Metrics and Targets related to Resource use and circular economy	Products and materials: ESRS E5-5 35-36 are not applicable because are not material from DMA ESRS E5-5 AR28 voluntary information are not disclosed for this first year of application
E5-6—Anticipated financial effects from material resource use and circular economy-related risks and opportunities [DP: 41-43]	Metrics and Targets related to Resource use and circular economy	ESRS E5-6 43.b-c are not applicable ESRS E5-6 AR35, reported only qualitative disclosures for this first year of application

SOCIAL INFORMATION

ESRS S1 OWN WORKFORCE

STRATEGY RELATED TO OWN WORKFORCE

Campari Group demonstrates a strong commitment to integrating employee rights, opinions and values into its strategy and business model, creating a workplace culture that respects and empowers its workforce. Employee rights, including workplace safety, equal treatment and privacy, are incorporated into the Group's operations through robust policies that ensure compliance with the legal requirements of each Country. In regions governed by European regulations, such as the General Data Protection Regulation ('GDPR'), these standards serve as a benchmark not only within Europe but also for operations in other regions. To further promote a consistent understanding of these rights across its global workforce, Campari Group extends training opportunities on these topics to non-European countries, fostering greater awareness and adherence.
Employee opinions and interests are systematically gathered through various channels, including structured climate surveys and regular formal discussions between managers and team members. These conversations provide a platform to document individual interests, ambitions, and training needs, enabling the Group to align with and support the professional development goals of its employees.
In contexts where worker representatives are applicable, Campari Group ensures that they are regularly informed and consulted on matters of mutual interest, adhering to agreements specific to each country. This engagement underscores the Group's commitment to acknowledging and addressing employee concerns and priorities.
To further align its business model with employee rights and values, Campari Group fosters a strong culture of ongoing education and open communication. Initiatives such as cultural activation workshops play a key role in embedding the Group's values and reinforcing its organizational culture, ensuring they are actively shared and embraced across the workforce.

The Group's dedication to employee engagement is exemplified by the Camparista Survey, a key tool for understanding workforce sentiment and informing decision-making. Conducted annually across both office and plant employees, the survey collects insights on areas such as well-being, inclusion, career growth, leadership support, and organizational values. The 2024 survey, conducted via the Microsoft Viva Glint platform, achieved an 83% participation rate-exceeding industry benchmarks-and highlighted an Engagement Index of 76, slightly above the global average. These results reflect the passion and commitment of Camparistas toward improving their workplace environment. Campari Group takes a structured approach to translating survey insights into actionable improvements. Following the survey, HR and people managers are trained to interpret the results, empowering them to implement meaningful changes at the Group, plant/country and team levels. This localized, collaborative approach prioritises practical, everyday actions that directly benefit employees over top-down initiatives. Additionally, leadership is held accountable for fostering positive outcomes by having direct access to survey results, ensuring alignment with workforce needs.

Beyond surveys, Campari Group enriches its cultural dialogue through the Signature Mix Workshops, an initiative aimed at exploring and celebrating the Group's culture. These workshops engage employees in meaningful discussions about cultural strengths and areas for improvement, using creative tools like learning maps and culture ingredient cards. Feedback from over 1,000 participants highlights the value of these sessions, with a Net Promoter Score of 9.23/10 reflecting their impact. Key takeaways include the importance of leadership in modelling desired behaviors

and the collective effort required to shape a strong, inclusive culture.

The Group also listens to external stakeholders through its Candidate Experience Survey, gathering feedback from job applicants on their recruitment journey. With a net promoter score ('NPS') of 4.5/5, this survey provides critical insights into improving the candidate's experience, ensuring it reflects Campari Group's Diversity, Equity and Inclusion ('DEI') commitments and values.

By leveraging these feedback mechanisms, Campari Group continuously evolves its practices in areas like DEI, recruitment and talent retention. The insights gathered from employees and candidates enable the Group to proactively identify risks and opportunities, shaping a workplace that is inclusive, responsive and aligned with its cultural and strategic goals. This holistic approach underscores Campari Group's dedication to building an environment where every individual can thrive and contribute meaningfully to the Company's success.

Campari Group, being a leading global producer and distributor of alcoholic beverages, recognises that its success is closely linked to its workforce. The impact on its employees is central to its strategy and operations, driving its commitment to a fair, inclusive and engaging work environment. All people in the Group's own workforce who could be materially impacted by the undertaking are included in the scope of this disclosure. The Group acknowledges the risks of insufficient DEI policies, such as reduced employee engagement, higher turnover and potential legal or reputational challenges. Conversely, the Group identifies clear opportunities in strengthening DEI, such as fostering innovation, improving employee satisfaction, and enhancing retention. A planned DEI gap analysis will enable the systematic identification of areas for improvement, complemented by actionable insights from the Camparista survey. This process will shape a targeted DEI strategy with defined milestones and accountability measures, reinforcing the Group's commitment to transparency and progress. The Group's DEI efforts encompass all workforce members, ensuring equitable access to resources and support for employees across office and plant environments. These initiatives actively involve employees' input to refine strategic planning, addressing the needs and perspectives of all Camparistas.
By strategically integrating DEI policies, the Group not only upholds its core values but also enhances its competitive advantage. These efforts ensure that workforce impacts continuously shape and refine the Company's strategies, promoting a holistic approach to People Experience and DEI globally.
The Group sees People Experience and DEI as key components of its strategic framework, understanding the crucial connection between an inclusive culture, employee engagement and long-term business success. Through various initiatives, it addresses DEI-related risks and seizes opportunities to boost workforce engagement, innovation and talent retention to creating a supportive, fair, and inclusive workplace. A key element of this approach is the annual Camparista survey mentioned above, which plays a crucial role in guiding strategic decisions. It ensures that the strategy and operational models are effectively informed and helps identify and address gaps in areas such as belonging and inclusion for specific groups, including women or caregivers. By prioritizing its workforce and integrating their perspectives, the Group reinforces its position as an employer of choice and a Company dedicated to equity and excellence.

Campari Group's commitment to equity is reflected in initiatives like regular gender pay equity analyses, which benchmark against industry standards to guarantee fair compensation. This effort has earned the Group Fair Pay certification from Fair Pay Workplace, underscoring its dedication to dismantling pay disparities. Further demonstrating its support for workforce inclusivity, the Group offers a global parental leave policy designed to assist both primary and secondary caregivers in balancing family and professional responsibilities. Leadership development plays a critical role as well, with inclusion workshops aimed at equipping managers to identify and address unconscious biases, fostering respectful and

equitable team dynamics. This aligns with the Group's leadership model, which emphasizes inclusive leadership as a key pillar, encouraging leaders to cultivate environments where all employees feel welcomed and supported.
Employee Resource Groups ('ERGs') further enrich the organization by amplifying the voices of underrepresented communities, providing platforms for advocacy and professional growth, and influencing strategic DEI priorities. These groups, along with other initiatives, ensure the workforce's diverse perspectives inform decision-making, driving the Group's culture of inclusion and respect.
Campari Group distinguishes between two primary categories of individuals contributing to its operations: employees and non-employees, each with distinct roles, responsibilities, and impacts stemming from the organization's activities.
Employees are individuals directly employed by Campari Group under an employment contract. They receive regular wages, benefits, and legal protections, including entitlements such as paid leave and sick leave. Operating under the direction and control of the organization, employees may work in various capacities, such as full-time, part-time, or on fixed-term or indefinite contracts. Campari Group's decisions and activities have a direct impact on these individuals, influencing their job security, well-being, and economic stability.
Non-employees, on the other hand, contribute to the organization's operations without being formally employed. This category includes self-employed individuals who work independently under service or freelance contracts. While they provide valuable services, they do not receive benefits and are responsible for managing their own tax and social security obligations. Campari Group's operations can influence the continuity of their contracts, but its obligations to these individuals are limited to the terms specified within the contractual agreement. Non-employees also include individuals employed by third-party entities, such as staffing agencies or service providers, who work within Campari Group's operations but are contractually bound to their respective employers. For these individuals, the organization bears indirect responsibilities, such as ensuring workplace safety, while wages and benefits remain under the purview of the third party. Additionally, interns are another category of non-employees. They are students or recent graduates undergoing a supervised work experience for a limited period of time under a specific, non-regular, employment contract with Campari Group.

Campari Group is committed to ensuring that its operations are free from systemic negative impacts related to child labor or compulsory labor, as these practices are not used within

its workforce. The Group also maintains a strict policy against requiring employees to work while unwell. Regarding individual workplace accidents, the organization recognises that injury reporting procedures differ across countries. To address this, Campari Group relies on its local HR teams, which are well-prepared and serve as the central point of contact for managing such incidents. These teams are equipped to manage the reporting process efficiently and ensure compliance with the requirements of the appropriate agencies in each jurisdiction.

Campari Group recognises that operators on the production line are at a higher risk of harm due to the nature of their roles, which often involve exposure to repetitive motions and the use of machinery. To mitigate these risks, these employees are required to undergo dedicated safety training programs and adhere to strict operational procedures designed to protect their health and safety. In addition to these specific measures, the broader framework for workplace safety is governed by both national and international regulations, including directives from the European Union and federal laws in relevant jurisdictions, which establish minimum standards for occupational health and safety. Campari Group aligns with these legal requirements by implementing a structured approach to compliance, integrating these obligations into the Group's procedural hierarchy. This ensures that safety measures are consistently applied across all levels of the organization, with clear responsibilities assigned to different roles within the corporate structure.

By combining targeted interventions for high-risk roles with a comprehensive, regulation-driven safety framework, Campari Group ensures both compliance with safety standards and the well-being of its employees. Additionally, the Group conducts gender pay gap analyses and has earned Fair Pay certification, demonstrating its commitment to equal pay and training opportunities, with no discrimination against minorities. This reflects Campari Group's dedication to providing equal opportunities to all employees, regardless of their location.

POLICIES AND ACTIONS RELATED TO OWN WORKFORCE

POLICIES

Campari Group emphasizes its dedication to fairness, integrity, and professionalism through a comprehensive framework of policies and guidelines. These core principles, formalized into foundational documents, underpin its sustainable business approach. Its policies are designed to cover the entire workforce, including both office and plant employees, and are applicable globally. The values and guidelines that inspire the actions of every Camparista and the entire organization are outlined in the following Group's key policies and codes. Below, the material IROs related to each policy are also provided.

IRO Description	Policy
Negative externalities on employees due to accidents	A, B, H
Promotion of a culture of quality and responsibility through communications projects and actions carried out towards internal workers and external stakeholder aimed at educating consumers on the responsible consumption of alcoholic beverages and on the importance of quality vs quantity	A, B, J
Promoting participation in framework of national and supranational trade associations to safeguard general interest and actively contributing to the development at sectorial level	A, B
Safeguard of data for all stakeholders (employees)	A, G
Own operations management issues related to labour and ethics may lead to regulatory fines, increased long-term operational costs, and reputational harm for entities	A, B, C, D
Potential H&S incidents resulting in injuries/deaths	A, B, H
Failure to enforce and apply Diversity, Equity & Inclusion policies & practices resulting in discrimination cases	A, B, D, E, F, I
Ability to attract and retain people	All

Policy	List
Code of Ethics	A
Employees and Human Rights Policy	B
Global Anti-Bribery and Anti-Corruption Policy	C
Whistleblowing Policy	D
Diversity and Inclusion Policy	E
Global Parental Leave Policy	F
Privacy Policy	G
QHSE Policy	H
Remuneration Policies	I
Responsible consumption of alcoholic beverage	J

All of these policies and codes are communicated through company-wide webinars for both employees and managers, as well as via the internal communication platform, ensuring accessibility and providing clear guidance on how employees can use and benefit from the Group's DEI policies. Additionally, company-wide awareness days are organized for all Camparistas, encouraging them to voice their opinions and participate in educational opportunities that promote DEI values. To ensure continuous improvement, all DEI policies and practices are subject to regular assessments, including annual pay audits and feedback from employee engagement surveys. These evaluations help identify areas for development and ensure that Campari Group consistently upholds its commitment to creating an inclusive, equitable, and thriving workplace.

The **Code of Ethics** forms the cornerstone of this framework, reaffirming principles of fairness, loyalty, and professional integrity that guide the actions and behavior of all individuals within the organization, both in internal relations and external engagements. Campari Group's commitment to ethical conduct and corporate governance is reflected also in its leadership roles. The Legal and Compliance Department oversees the management of compliance, providing guidance and support in adherence to the Code of Ethics. The Remuneration and Appointments Committee contributes to this by offering suggestions to the Board. To enhance awareness and compliance, an e-learning training course is available to all Camparistas, with in-person sessions tailored specifically for production operators. To ensure adherence to the Code and its alignment with Legislative Decree 231/2001, a Supervisory Body with autonomous operational and control powers has been established. Any violations or inconsistencies can be reported anonymously through the Campari Safe Line, a multilingual whistleblowing channel accessible via various platforms, ensuring transparency and accountability. The Business Conduct Guidelines complement the Code, reinforcing the Group's commitment to integrity in professional conduct (for more information refer to 'Governance and policies related to Business conduct' in 'ESRS G1 Business conduct' section).

The Group's approach to human rights is guided by the Global Human Resources team, which also oversees the **Employees and Human Rights Policy** introduced in 2017 and signed by the Group Officers, to formalize the Group stance on human rights, working conditions, training, and employee well-being. The Group Head of Human Resources plays a pivotal role in implementing and upholding the Group's policies, particularly in the areas of remuneration, diversity, equity and inclusion, as well as the broader People Experience strategy. This role is central to promoting the principles of equity and fairness within remuneration practices and fostering a work environment where all Camparistas feel valued and treated fairly. In alignment with the Group's strategic priorities, the Group Head of Human Resources collaborates with senior leaders, including the Managing Directors of various countries, to champion initiatives such as parental leave and fair pay policies.
The Policy applies to all Group members and has been widely communicated in multiple languages through internal channels, with public access provided via the Group's website. Compliance with these commitments is monitored across all operating units through grievance mechanisms and the Safe Line whistleblowing system. Their active involvement in the launch, communication and management of these policies underscores Campari Group's unwavering dedication to advancing DEI at all organizational levels. In 2024, no human rights violations were reported.
The Policy extends to suppliers, requiring them to adhere to the principles outlined in the Code of Ethics and the Human Rights Policy. Campari Group aligns with global standards, including the United Nations Universal Declaration of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, while consistently applying the most stringent requirements in cases of divergence between internal policies and national regulations. Continuous monitoring ensures compliance across all legal entities and activities worldwide (for more information on the whistleblowing system refer to 'Governance and policies related to Business conduct' in the 'ESRS G1 Business contact' section).
Campari Group is committed to making a positive impact and creating an inclusive work environment for its employees, recognizing and addressing the challenges that come with operating in diverse environments. Camparistas can rely on their Company's Code of Ethics and **Global Anti-Bribery and Anti-Corruption Policy** to navigate complex situations and make ethical decisions. These resources clarify the concepts of corruption and bribery, define Campari Group's stance on these issues, and provide clear guidelines on acceptable business behavior. The aim is to equip employees with the necessary tools to identify and mitigate risks related to corruption and bribery while demonstrating to stakeholders the standards of conduct expected in all interactions.
Campari Group outlines its zero-tolerance stance on corruption and bribery: this Policy is supported by monitoring systems overseen by the Legal & Compliance Department.

The **Whistleblowing Policy** reinforces the Group's commitment to ethical behavior, establishing protocols for reporting and addressing violations of internal and external regulations (for more information refer to 'Governance and policies related to Business conduct' in the 'ESRS G1 Business contact' section).
To foster inclusivity, the Group has adopted a **Diversity and Inclusion Policy**, in line with best practices outlined in the Dutch Corporate Governance Code (provision 2.1.5), ensuring that its Board of Directors reflects the diverse environments in which it operates.

This Policy enhances organizational effectiveness through a variety of perspectives and approaches. Inclusive recruitment practices are embedded in the hiring process, ensuring a fair and unbiased approach to candidate selection for all roles within the organization. Similarly, inclusive leadership principles apply to all current and aspiring leaders globally, ensuring that leadership at every level reflects the Company's commitment to diversity, equity, and inclusion. To further promote fair and inclusive hiring practices, recruitment training is provided to all recruiters and hiring managers worldwide.

The commitment to inclusion is further demonstrated through the release of the **Global Parental Leave Policy** in 2024, establishing uniform standards for leave duration and eligibility for primary and secondary caregivers across all locations irrespective of gender, and embraces all family types, including LGBTQ+ families. This approach allows parents to balance career and family responsibilities equitably while fostering inclusivity. By using neutral terms like 'primary' and 'secondary caregivers', the Policy respects diverse family structures and empowers employees to self-identify their caregiving roles. This flexibility ensures that biological, adoptive or foster parents, including those from LGBTQ+ and non-traditional families, can access leave benefits equally.

The Group's **Privacy Policies**, with the latest version issued in April 2022, reflect Campari Group's dedication to safeguarding the protection of the personal information of employees, customers and all Group's stakeholders. Privacy measures comply with legal standards and ensure transparency by informing individuals of their rights and providing secure mechanisms for data protection. Specific privacy policies address job applicants and employees during the onboarding process, ensuring consistency and clarity throughout their journey with the Group (for more information on Data privacy and cybersecurity refer to the 'Impact, risk and opportunity related to Own workforce' in 'ESRS S1 Own workforce' section).

Campari Group embeds its commitment to health and safety within its **Global QHSE Policy** and Code of Ethics, reflecting its dedication to safeguarding its employees, contractors, suppliers, and visitors. The Group Head of Supply Chain is responsible for issuing both the QHSE Policy and the Supplier Code, ensuring consistency across supply-chain operations. The Group is resolute in providing safe and healthy working conditions to prevent work-related injuries and illnesses while prioritizing the well-being of its most valuable asset: its people. This commitment encompasses the active engagement, consultation and involvement of Camparistas and their representatives in health and safety initiatives and processes, fulfilling all legal and other requirements related to workplace safety and health. The QHSE Policy underscores the elimination of hazards and the reduction of workplace risks through the continuous improvement of the Group's health and safety management system. These objectives are achieved by establishing prioritisation and action plans, ensuring compliance with prevailing health and safety legislation, and adhering to global standards, including FSSC 22000, ISO 45001 and ISO 14001. The Policy extends to the entire Campari Supply Chain, including contractors and suppliers performing on-site activities, with accountability for its implementation resting at the highest organizational level with the Chief Supply Chain Officer. Campari Group actively fosters dialogue and communication with internal and external stakeholders to understand and address their needs and expectations. To ensure that this commitment is realized, the Group's health and safety management system focuses on risk assessment and mitigation, the empowerment of Camparistas in health and safety programs and the pursuit of continuous improvement. The development of short-, mid-, and long-term goals is informed by a review of management system performance, opportunities for improvement, compliance with legal and other requirements, and feedback from employees and their representatives. Performance against these goals is evaluated through established key performance indicators ('KPIs'), regular internal and external audits and stakeholder input. The Group's Incident Management Guideline serves as the foundation for its workplace accident prevention

Policy and management system. The Policy is accessible to all employees via the corporate website and is prominently displayed in the plants. Regular training sessions are conducted to ensure awareness and alignment with these standards. Campari Group's dedication to health and safety covers its entire workforce, reflecting its overarching goal to foster a culture of safety, accountability, and continuous advancement in its HS practices.

Campari Group demonstrates its commitment to a respectful, inclusive, and equitable workplace by ensuring fair treatment for all employees, particularly through its core **Remuneration Policies**. Through its Code of Ethics and Global Reward guidelines, the Group ensures equal pay for equal work and impartial evaluation of employees based on objective assessments of performance, potential, and skills. These guidelines also govern short-, medium-, and long-term incentive plans in the form of share-based payments, ensuring equitable access for all employees, irrespective of gender or other diversity characteristics. The Fair Pay Certification awarded in 2024 marks a significant milestone in the Group's efforts to eliminate gender pay disparities and foster a culture of fairness. By combining objective assessments with merit-based rewards, Campari Group creates an environment where all employees have equal opportunities to succeed and advance in their careers. The fair pay Policy extends to all Camparistas, with annual assessments conducted to ensure equitable compensation across genders. This Policy is applied universally across all geographies and roles, aiming to prevent gender-based pay disparities. Through a rigorous annual certification process, the Policy ensures compliance with fair pay standards, mitigates turnover risks, and reinforces the company's commitment to DEI principles.

The Policy on Responsible Consumption of Alcoholic Beverages is designed to ensure that all employees and those acting on behalf of the Group promote responsible drinking. This policy is part of their broader strategy to encourage moderation and responsibility when consuming alcoholic beverages. For more detailed information on the Policy refer to 'Strategy, Policies and Actions related to Consumers and end-users' in 'ESRS S4 Consumers and end-users' section.

Campari Group's inclusive approach begins at recruitment, embedding DEI principles into its hiring practices through standardized statements in job descriptions. This ensures fairness and welcomes diverse talent while upholding equal opportunity for all candidates, irrespective of their background. To further this objective, the Group provides Recruitment Training to hiring managers and recruiters, focusing on recognizing and mitigating unconscious biases. In 2024 alone, over 250 managers and recruiters participated in this program, demonstrating the organization's dedication to inclusivity throughout the talent acquisition process.
The Group's Inclusive Leadership Principles focus on cultivating empathetic and inclusive leaders who prioritise collaboration, psychological safety and team well-being. Leaders are trained to foster environments where all voices are valued, biases are actively mitigated and Camparistas feel respected and supported in achieving their goals. By emphasizing cross-functional teamwork and holistic well-being, this principle drives innovation and strengthens the organizational culture. Campari Group celebrates diversity and educates its workforce through company-wide awareness days such as Global Mental Health Day, International Women's Day, Pride Month and Disability Day. These events promote understanding, inclusion, and advocacy, with activities ranging from webinars and storytelling to challenges and interactive sessions. For in-

stance, during Pride Month, employees shared personal experiences to foster LGBTQ+ inclusion, while Disability Day highlighted accessible practices and the value of diverse abilities.

Partnerships further strengthen Campari Group's DEI efforts. Its collaboration with the Leading Executives Advancing Diversity ('LEAD') Network supports gender equality by providing mentorship programs, inclusive leadership training and access to global conferences. Camparistas also benefit from development opportunities through webinars, workshops and networking events, enabling them to contribute meaningfully to the Group's DEI journey. The Group's partnership with the LEAD Network is available to all employees in the EMEA region, fostering professional development and gender equality within the consumer goods and retail sector.

As a participant in the UN Global Compact's Target Gender Equality ('TGE') Accelerator, Campari Group has embraced the Women's Empowerment Principles ('WEPs[1]'), integrating them into its strategies to advance gender equality. Through a gender gap assessment, draft action plans, and capacity-building workshops, the Group continues to align its policies with global best practices. Efforts include enhancing pay equity, increasing women's representation, and driving advocacy beyond the organization. Furthermore, Campari Group's involvement with the UN Global Compact's gender-equality initiatives apply to all employees, supporting the organization's ongoing commitment to gender empowerment and equality.

Campari Group reinforces its commitment to global labor and human rights standards through its Employees and Human Rights Policy, which aligns with the United Nations Universal Declaration of Human Rights and the International Labor Organization's ('ILO') Declaration on Fundamental Principles and Rights at Work. Its remuneration practices further reflect this dedication, adhering to the principles outlined in the ILO Equal Remuneration Convention, 1951 (n. 100), ensuring equitable compensation across all roles.
In developing its fair pay and parental leave policies, Campari Group engaged third-party experts, including Thriving Talent and Syndio, to ensure alignment with international standards and best practices. Drawing on their expertise, the Group benchmarked its policies against global frameworks, creating solutions that not only meet but often exceed international expectations for fair pay and inclusive parental leave. These external consultants provided critical insights into compensation analysis and policy design, enabling the development of globally inclusive practices that address the diverse needs of all families. Through this collaboration, Campari Group has implemented data-driven DEI policies that embody fairness, inclusivity and a steadfast commitment to advancing equity in the workplace.

Campari Group's DEI policies are shaped through extensive consultation with stakeholders, including employees, ERGs, DEI experts, HR and business leaders, and external suppliers. This collaborative approach includes Employee Listening Surveys, ERG initiatives, and focused listening sessions, all of which provide valuable insights into DEI-related risks and opportunities. By incorporating this feedback, Campari Group ensures that its policies align with the diverse needs and perspectives of its global workforce.

1 The Women's Empowerment Principles (WEPs) are a set of Principles offering guidance to business on how to advance gender equality and women's empowerment in the workplace, marketplace and community. Established by UN Women and UN Global Compact, the WEPs are informed by international labour and human rights standards and grounded in the recognition that businesses have a stake in, and a responsibility for, gender equality and women's empowerment.

The Group implements global, regional and local policies and processes to provide comprehensive guidance on compliance matters. While policies outline general principles and rules of conduct, processes detail the specific steps for executing particular activities. These documents are accessible to all Camparistas via the company intranet, with select materials also available on Campari Group's official corporate website. The Legal&Compliance Department, in collaboration with HR and Corporate Communications, is tasked with ensuring the effective integration of compliance policies and principles into daily operations through targeted training and communication initiatives. All employees, including new joiners, are required to complete a foundational e-learning program on the global Anti-bribery and Anti-corruption Policy, with additional specialized training mandated for certain roles or functions.
In alignment with its commitment to transparency, Campari Group provides employees with a dedicated space on the intranet where they can access detailed information about their compensation. This resource includes a clear breakdown of the components of their remuneration and references to applicable policies, ensuring that all Camparistas have a thorough understanding of how their compensation is structured and evaluated.
To further support transparency and engagement, Campari Group makes all policies readily available to employees and stakeholders through its internal communication platform. Regular webinars and training sessions are organized to inform Camparistas and managers about the policies, their benefits and the processes for accessing related support. HR contacts are also available to answer questions and provide guidance, reinforcing the Group's commitment to openness and accessibility.

Campari Group's policies for managing material impacts, risks and opportunities related to its workforce are detailed across several key documents. The Code of Ethics, particularly Section 5, establishes principles of fairness, loyalty and integrity, emphasizing commitments to employee well-being, workplace ethics and training. The Employees and Human Rights Policy serves as a dedicated framework outlining the Group's commitments to human rights, working conditions and training, alongside provisions for grievance mechanisms to address concerns. The Diversity and Inclusion Policy defines the organization's objectives and monitoring processes to promote an inclusive and equitable workplace environment. Additionally, the Global Reward Guidelines provide a comprehensive approach to remuneration, ensuring equal pay and opportunities for all employees.
These documents are accessible on the Campari Group's website, where they are available in full. Collectively, they addressed the management of workforce-related material impacts, risks and opportunities, ensuring a robust and transparent framework for workforce governance.

DEEP DIVE ON HUMAN RIGHTS

Campari Group ensures compliance with national legislation on human rights across all countries of operation through its Employees and Human Rights Policy. This comprehensive Policy outlines commitments to areas such as non-discrimination, forced labor, child labor, harassment, diversity, working conditions including hours and remuneration, freedom of association, collective bargaining, training, personal development, community involvement, and quality, health, safety, and the environment. Employees, suppliers and customers are expected to uphold these principles, with subsidiaries taking proactive steps to communicate the Policy provisions in local languages to employees and contractors. Training programs incorporate these principles to raise awareness about behaviors and actions that could result in human rights violations. Compliance is monitored through grievance mechanisms, including the Campari Safe Line, a confidential whistleblowing channel overseen by Legal and Internal Audit functions, ensuring effective reporting and resolution of illegal or irregular behavior.
Aligned with international frameworks such as the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises, Campari Group integrates these standards into its operations. It encompasses key areas such as non-discrimination, working conditions, fair

wages, and safe workplaces, and adheres to ILO standards, including Convention n. 138 on the minimum age for employment, Convention n. 1 on hours of work, and Convention n. 30 on hours of work in commerce and offices. The Policy is further supported by the Supplier Code, ensuring that all stakeholders align with these principles and by the Group's DEI principles demonstrating the Group's dedication to maintaining a fair, inclusive, and supportive environment that prioritises the well-being and equal treatment of its workforce.
Campari Group strictly prohibits all forms of forced or compulsory labor, including practices such as prison labor, debt bondage, trafficking and serfdom. It ensures that it does not work with suppliers or employment agencies known to engage in forced labor. The Policy also categorically excludes the use of child labour and is committed to eliminating child labor across its supply chain. This commitment extends to the Campari Group's Supplier Code.
The Code of Ethics and the Employees and Human Rights Policy explicitly reject discrimination based on factors such as race, gender, age, nationality, ethnic origin, religion, sexual orientation, trade union or political affiliation, personal or socioeconomic condition, disability, or health status.
In alignment with its DEI and human rights commitments, Campari Group has established robust grievance mechanisms to address human rights-related concerns, ensuring fair and transparent resolution processes. These mechanisms are continually reviewed to reflect international standards, reinforcing the Group's unwavering commitment to protecting and promoting the rights of its workforce. Campari ERGs provide a platform for connection, advocacy, and empowerment, amplifying diverse voices and driving cultural awareness, inclusivity and psychological safety. These ERGs exemplify Campari Group's dedication to fostering a workplace where all individuals thrive, reinforcing DEI values and contributing to long-term business success.

Campari Group's Global Policy on Quality, Food Safety, Health, Safety and Environment and its comprehensive health and safety management system demonstrate the Group's commitment to protecting the health and safety of all employees, contractors, suppliers, and visitors to its plants and offices. These policies ensure the provision of safe and healthy working conditions, aimed at preventing work-related injuries and illnesses, thereby fostering a secure environment for everyone involved with the Group's operations.

Campari Group's Employees and Human Rights Policy explicitly addresses non-discrimination and harassment, reaffirming the Group's commitment to ensuring equal opportunities for all employees in both work and career advancement. The policy stipulates that hiring, training, pay, promotion, transfer and termination of employment are never influenced by discriminatory factors. The Group is dedicated to protecting the psycho-physical integrity of its employees, fostering an environment of respect for each individual's personality and dignity. Harassment, in any form, is considered unacceptable and will not be tolerated. The Code of Ethics further reinforces the importance of respecting diversity and promoting fair and equal treatment, ensuring that all employees have equal opportunities based on objective assessments of skills and competencies.
The Diversity and Inclusion Policy recognises the value of differences and sets targets for the composition of the Board and the gender diversity ratio within all leadership teams at global, regional, and local levels. These efforts consider the benefits of a diverse and inclusive workforce, influencing the Group's selection procedures for hiring new employees.
In line with this commitment, the new Parental Leave Policy introduces a minimum standard for parental leave aiming to address gender inequality and combat parenting bias.
As emphasized in the Code of Ethics, Camparistas are expected to celebrate, respect and promote diversity, recognizing the enrichment that people from varied personal, cultural and professional backgrounds bring to the Group.
The Company is committed to achieving specific and ambitious diversity and inclusion targets for the composition of its Board and leadership teams, ensuring that all employees are treated fairly and equally, with no discrimination in hiring, training, pay, promotion, transfer or termination of employment.

Data analytics tools are used to allow a data-driven approach to workforce management from a diversity, equity, and inclusion perspective. The Group also engages in continuous learning to raise awareness and promote behavior change, offering targeted training solutions at various levels (HR, leaders, people managers, employees). Open conversations with experts, leaders, managers, and employees on diversity, equity, and inclusion topics are held regularly, while people policies, particularly in Talent Acquisition and Talent Management, continue to be revised. The Group's whistleblowing procedures, accessible via the Campari Safe Line, allow any violations or irregularities to be reported, ensuring transparency and accountability in the workplace.
Due to the robust initiatives and measures implemented, no Group operation is considered to be at significant risk of encountering indents of forced or compulsory labor. No severe human rights issues and incidents, nor discrimination incidents connected to Campari Group's own workforce have been reported in 2024 and no complaints were filed by workers. Therefore, no fines or penalties were received in the reporting year.

PROCESSES FOR ENGAGING WITH OWN WORKFORCE AND WORKERS' REPRESENTATIVES ABOUT IMPACTS

Campari Group engages with its workforce and workers' representatives through a structured, collaborative and constructive approach, grounded in local industrial relations frameworks and in full compliance with trade union relationships. This process combines direct engagement, such as regular workforce surveys like the annual Glint survey, open forums, and feedback mechanisms, with indirect engagement through workers' representatives, including trade unions and employee committees. By aligning with local contexts, Campari Group reflects the specific legal, cultural, and social environments of each Country while maintaining a consistent global attitude of openness, collaboration, and mutual respect.
The engagement process focuses on identifying material impacts, risks, and opportunities related to working conditions, health and safety, diversity and inclusion, career development and remuneration. Insights gathered are systematically analyzed and shared with leadership teams, influencing decisions such as the introduction of new policies and adjustments to existing initiatives. Feedback from employees and representatives plays a critical role in shaping strategies, ensuring alignment with both global frameworks and local adaptability.
Engagement occurs at various stages, including policy development, implementation and evaluation of mitigation measures. For example, consultations with employees or their representatives help shape policies addressing material impacts like diversity initiatives or health and safety measures. Engagement also takes place during the rollout of global frameworks, such as performance evaluation and reward systems, ensuring alignment across all regions. Tools like surveys, town hall meetings, and the Campari Safe Line whistleblowing platform provide channels for active participation, consultation and information-sharing.
The frequency of engagement is both regular and situational. Structured processes, such as annual workforce surveys and periodic infra-annual performance evaluations, are complemented by engagement at key moments, such as the introduction of new policies, significant organizational changes or local requirements. Feedback from these engagements is integrated into decision-making processes to enhance policies and practices, ensuring alignment with employee perspectives and organizational objectives.
Campari Group's HR function, led by its Head, is structured across global, regional, and local layers, each with differentiated roles focusing on employee engagement. Within HR, specialized teams are responsible for designing and implementing engagement frameworks and initiatives. Additionally, HR Business Partners ensure that these engagement activities are effectively executed and integrated into business operations. The effectiveness of these efforts is measured through the Glint Climate Survey, a comprehensive tool for assessing employee sentiment, engagement, and satisfaction. This survey provides insights into inclusivity, fairness, career development opportunities, and employee well-being. Results are disaggregated to ensure that the perspectives of vulnerable or marginalized groups, such as women, migrants

or employees with disabilities, are considered, ensuring that all voices are heard and incorporated into the Group's strategies.

By fostering a proactive and cooperative stance, Campari Group ensures that workforce engagement contributes positively to decision-making, reinforces collaboration and upholds a shared sense of purpose. This approach reflects a balance between global consistency and local adaptability, driving meaningful participation and mutual growth across all areas of operation.

PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR OWN WORKFORCE TO RAISE CONCERNS

Campari Group's Whistleblowing Policy establishes a comprehensive framework for addressing and resolving reports of violations related to regulations, internal guidelines, procedures and applicable criminal or civil laws. Under this policy, the Group encourages employees to voice their concerns through various channels, including their line manager, a trusted manager, the HR Department, the Legal and Compliance Department or the Campari Safe Line, a 24/7 platform accessible in all Group's countries and local languages via email, fax, web reporting or telephone.

The Whistleblowing Policy ensures that all reports, whether submitted anonymously, confidentially, or openly, are taken into consideration, regardless of the channel used. Reports received through the Campari Safe Line are simultaneously delivered to all members of the Whistleblowing Committee, while reports submitted through other channels must be promptly forwarded to the committee. Upon receipt, the Group Internal Audit Senior Director prepares a report summary for the Whistleblowing Committee and the Chairman, formally initiating the case. The Whistleblowing Committee then conducts a preliminary verification of the report, involving relevant functions, individuals or external consultants as needed to ensure a thorough and impartial investigation. Throughout this process, the Director maintains responsibility for the integrity, completeness, and archival of the case file while keeping the committee informed of key developments.

In instances where the findings indicate a critical situation, the Group Internal Audit Senior Director prepares a final report containing an Action Plan with the necessary remedial measures. If the case falls under the 231 Model, the Supervisory Board is informed and may supplement the Action Plan with additional corrective measures.

The Group prioritises the protection of whistleblowers by guaranteeing confidentiality and prohibiting any form of retaliation. It ensures that the identity of whistleblowers and the content of their reports remain confidential throughout the entire case-management process. Simultaneously, the Group upholds the rights of the reported party, including the right to be informed of the accusations and any disciplinary actions within a reasonable timeframe, as well as the right to defense.

Campari Group's Whistleblowing Policy also mandates the strict avoidance of conflicts of interest in the management of cases, requiring any potential conflicts to be immediately declared and documented in the case file. If evidence emerges indicating that a report is unfounded, submitted in bad faith, or marked by gross negligence, the Whistleblowing Committee assesses whether disciplinary actions against the whistleblower are warranted.

To ensure the effectiveness of the Whistleblowing

Policy, the Chief Legal Officer and the Global Head of Human Resources oversee its communication, availability, and training. The policy is published on the Group's intranet and includes detailed guidance on accessing and using the Campari Safe Line under the responsibility of the Internal Audit function. By fostering transparency and accountability, Campari Group reinforces its commitment to maintaining ethical practices and addressing violations responsibly (refer also to 'Governance and Polices related to Business Conduct' in the 'ESRS G1 Business conduct' section).

The processes the Company has in place to provide for the remediation of negative impacts on people in its own workforce related to Health and Safety and Privacy are described in the 'Impact, risk and opportunity related to Own workforce' paragraph below.

Relevant sub-sub-topic	Impacts	Risks	Opportunities
Health and safety	Negative externalities on employees due to accidents (negative)	Potential H&S incidents resulting in injuries/deaths	-
Freedom of association, the existence of works councils and the information, consultation and participation rights of workers	Promoting participation in the framework of national and supranational trade associations to safeguard general interest and actively contributing to the development at sectorial level (positive)	-	-
Secure employment	-	Own operations management issues related to labour and ethics may lead to regulatory fines, increased long-term operational costs, and reputational harm for entities	-
Gender equality and equal pay for work of equal value	-	Failure to enforce and apply Diversity, Equity & Inclusion policies & practices resulting in discrimination cases	-
Privacy	Safeguard of data for all stakeholders (employees) (negative)	-	-
Training and skills development	Promotion of a culture of quality and responsibility through communications projects and actions carried out (i.e., specific educational training courses) towards internal workers aimed at educating consumers on the responsible consumption of alcoholic beverages and on the importance of quality vs quantity (positive)	-	Ability to attract and retain people

IMPACT, RISK AND OPPORTUNITY RELATED TO OWN WORKFORCE

The result of the processes to identify and assess material impacts, risks and opportunities related to the whole own workforce for the reporting period 2024 was summarised below.

HEALTH AND SAFETY

Campari Group places the health, safety and well-being of its employees, contractors, visitors and the communities in which it operates in at the forefront of its priorities. In response to the potential risks associated with workplace incidents and to mitigate the negative externalities that employees may face as a result of accidents, the Group has implemented a comprehensive health and safety ('HS') management program that focuses on risk awareness, mitigation and the engagement, training and empowerment of its workforce. This approach is guided by five strategic fundamentals established in 2021: a Common Approach to High-Risk Processes and Areas, Common Performance Metrics, Culture and Leadership, Functional Excellence, and Continuous Improvement. These elements collectively drive the ongoing evolution of Campari Group's global HS program, fostering capability building, enhancing employee involvement and achieving sustained reductions in workplace injuries and illnesses.

Campari Group has demonstrated a strong commitment to health and safety across its global operations, implementing a range of initiatives to enhance workplace safety and well-being. Comprehensive assessments of hazardous operations ('HAZOPs') have been conducted to integrate safety into the design of our processes, while targeted training programs for production operators strengthened capabilities in risk assessment, safety leadership, confined space operations and working at heights. To further protect its workforce, Campari Group improved the safety of machinery and implemented advanced technologies to improve the safety of powered industrial vehicles. Additionally, frontline workers actively participated in safety walks at all production sites, strengthening a culture of shared responsibility for safety.

These measures have been implemented across all the Group's production sites, benefiting both own employees and contractors. Suppliers working in sites have also received safety training to ensure compliance with our rigorous safety standards. Although many of these initiatives were successfully completed in 2024, some of them, such as improving machinery safety, capability building, and the introduction of powered industrial vehicle safety systems, are multi-year projects that are set to expand over time. Campari Group rigorously tracks the closure of corrective and preventive actions ('CAPAs') stemming from incidents and near-miss events, with a global on-time closure rate of 89% in 2024. This metric, a key performance indicator for our health and safety efforts, underscores our commitment to timely and effective problem resolution.

The Group has also ensured safe oversight of construction and expansion activities at sites in the United States, Jamaica, Mexico, Italy, France, and the United Kingdom. Health and Safety Days held at most locations provided front-line workers with opportunities to engage in educational and interactive activities focused on safety, health, and well-being. Campari Group's health and safety platform incorporates verification steps for CAPA completion and uses risk assessments and root cause analyses to identify and address actual or potential negative impacts on the workforce. These processes are underpinned by global and site-level policies that ensure a consistent approach to risk management. Additionally, external assessments are conducted to verify compliance with health and safety legislation in all countries of operation.

Specific risks are managed through written policies covering confined spaces, working at heights, personal protective equipment and powered industrial vehicle operations.

Frontline workers play a vital role in shaping the Group's safety practices, contributing insights through site-level walkthroughs and participation in committees that review and propose changes. By integrating these contributions with robust systems and processes, Campari Group continues to foster a safe and supportive working environment, aligned with its commitment to health, safety, and continuous improvement.

All of the aforementioned actions are either ongoing or planned to mitigate significant risks associated with Campari Group's business. The Group ensures that its practices do not cause or contribute to significant negative impacts on its workforce.

The Campari Health and Safety ('HS') team, within the Supply Chain ('SC'), operates as a part of the Global Manufacturing and Engineering ('M&E') function. The HS team consists of the Global Head of Global Manufacturing & Engineering, two regional representatives for the Americas and EMEA regions and site-level representatives that are responsible for the execution and implementation of HS initiatives. The Regional Leaders are coordinating and collaborating with site level representatives to ensure HS programs and initiatives are properly maintained and executed.

FREEDOM OF ASSOCIATION, THE EXISTENCE OF WORKS COUNCILS AND THE INFORMATION, CONSULTATION AND PARTICIPATION RIGHTS OF WORKERS

Campari Group is committed to ensuring that working conditions across the entire organization are founded on the principle of freedom of association, guaranteeing employees the right to organize and engage in collective bargaining. This commitment is a core value and is upheld universally across all countries in which the Group operates. Furthermore, the Group has instituted robust mechanisms for information dissemination, consultation and active participation. These measures are meticulously crafted to safeguard and enhance workers' rights through ongoing dialogue and a steadfast commitment to open communication with the workforce. These practices ensure that employees are kept informed about key organizational decisions, consulted on matters that affect them, and actively involved in dialogue to enhance workplace conditions. Campari Group fully complies with national laws that mandate such measures. In jurisdictions where these obligations are not legally required, the Group voluntarily implements regulations that reflect its dedication to safeguarding the rights and well-being of the workforce. This approach ensures consistency and fairness throughout the organisation, fostering a culture of respect and collaboration at all levels.

By embedding these principles into its operations, Campari Group strives to uphold the highest labor rights standards and contribute to creating a positive, inclusive working environment for all employees. This represents an opportunity not only to enhance employee satisfaction and well-being but also to drive organizational success and innovation. A strong commitment to labor rights ensures that employees are treated fairly, fostering a culture of trust and collaboration. This environment encourages employees to bring their best selves to work, thereby enhancing productivity and creativity. Furthermore, by championing these values, strengthens its commitment to corporate responsibility, attracting top talents and enhancing its reputation in the industry.

Campari Group fully respects the principles of freedom of association, ensuring that all employees have the right to form and join trade unions or other representative bodies without fear of retaliation. The Group is constantly monitoring the workforce participation to unions (in Europe). This commitment is upheld in accordance with EU regulations and local labor laws across all countries in which the Group operates, safeguarding the rights of the workforce and promoting an inclusive and respectful work environment. As a result of the efforts undertaken, no major negative actual impacts were noted during the reporting period. Considering the nature of the topic the Group ensures full compliance with the various local regulations with no specific action plans to be applied.

In 2024, Campari Group launched two global projects aimed at training its HR teams to adopt a consistent approach focused on equity, fairness and transparency in industrial relations. These initiatives are designed to reinforce the commitment to respecting workers' rights, fostering an inclusive and fair work environment, and ensuring transparent communication between management and employees across all regions in which the Group operates. Through these efforts, the Group strives to create a workplace that reflects its core values of fairness and mutual respect.

Campari Group prioritises key areas such as health and safety, training and skills development, and equal pay for equal value. The Group continuously assesses the effectiveness of its initiatives through internal audits, employee feedback and other relevant tracking mechanisms. In addition, it is actively working to align its efforts with broader risk management processes, ensuring that dependencies on the Company's workforce, such as employee turnover and skills development, are regularly monitored and addressed.

This approach is integrated across various internal functions, with each team contributing to the identification and management of both negative and positive impacts on the workforce. This collaborative effort ensures that Group strategies are not only compliant but also effective in fostering continuous improvement in working conditions and employee engagement.

Within the HR function, each country in which the Group operates has local teams or representatives dedicated to safeguarding workers' rights, including freedom of association (where applicable), the existence of works councils (where legally required) and the rights to information, consultation, and participation. These teams collaborate with relevant stakeholders, adhering to local regulations and practices to uphold and protect these fundamental rights. In Italy, a notable example of these rights in practice is the presence of Rappresentanze Sindacali Unitarie ('RSU'), or Unified Workplace Union Representatives. RSUs are employee-elected bodies that serve as key points of reference for company-level collective bargaining and for facilitating dialogue between the Company and its workforce. The RSUs actively promote employee participation through:

- consultation on significant issues such as working conditions, workplace safety and employee well-being;
- negotiation of company-level agreements;
- representation of employees in discussions with company management.

In other countries, where equivalent roles or structures may not exist, the local HR function assumes a central role in fostering dialogue and employee involvement. This often involves collaboration with trade union representatives or works councils, as defined by local legislation. This approach ensures alignment with global principles of freedom of association and participation while being adapted to the specific regulatory and cultural context of each country.

SECURE EMPLOYMENT

The risk of facing issues related to labor and ethics emerged as material in the DMA 2024, as non-compliance with labor laws and ethical standards could lead to substantial fines and legal penalties. These can arise from unfair labor practices, inadequate workplace safety, wage disputes or discrimination. Ethical lapses can lead to indirect financial burdens. Labor disputes may result in strikes or high employee turnover, causing significant costs related to hiring, training and operational disruptions. Poor labor practices can also reduce employee morale and productivity, leading to inefficiencies and increased operational costs over time. Also, news about unethical labor practices can spread rapidly, damaging the Group's reputation. Consumers, investors, and other stakeholders are increasingly conscious of corporate ethics and negative publicity can lead to a loss of customer trust and loyalty, impacting sales and profitability. A tarnished reputation can hinder the ability to attract and retain talent, as well as secure partnerships or investments.

To mitigate these risks, Campari Group is committed to creating a positive workplace culture that values diversity, equity and inclusion, provides regular training on ethical behavior and labor rights, invests in employee engagement and well-being programs, ensure fair wages and safe working conditions, fosters open communication between management and employees and establishes clear policies and procedures for addressing grievances. It regularly conducts audits to ensure compliance with all relevant laws and regulation and established internal reporting mechanisms for ethical concerns and violations. The Group also ensures transparency about its labor practices and communicates its commitment to ethical standards both internally and externally.

GENDER EQUALITY AND EQUAL PAY FOR WORK OF EQUAL VALUE

The Campari Group Diversity, Equity, and Inclusion strategy establishes a comprehensive framework to foster a culture of inclusion and ensures that everyone - Camparistas, business partners, and communities - is empowered and encouraged to contribute to this shared journey. In 2024, the Group introduced the new Parental Leave policy commented in the 'Strategy related to Own workforce' section, to promote professional success. Following the implementation of this global policy, all local policies are in progress to be aligned to the established standard and its implementation will continue across various countries until June 2025. While most countries are already enrolled in the program, a few exceptions exist where certain countries will join at a later stage or already have a local provider in place. Complementing these efforts, the Employee Assistance Program ('EAP') provides confidential support to Camparistas, addressing personal and work-related challenges that could impact their job performance, health, or overall well-being. Offered at no cost, the EAP delivers at global level a wide range of services, ensuring ongoing support for all employees throughout its duration, including mental health counselling for stress, anxiety, depression, and substance abuse; support for achieving work-life balance; financial advice to manage personal finances and alleviate financial stress; legal assistance for personal issues; guidance for family and relationship problems. Campari Group ensures the EAP service at an annual cost of less than €30,000 reflecting its commitment to supporting the well-being and mental health of its employees.

These initiatives collectively underscore Campari Group's commitment and dedication to creating an inclusive, supportive and empowering environment for all its employees. All the aforementioned actions are either ongoing or planned to mitigate significant risks associated with Campari Group's business and ensures that its practices do not cause or contribute to significant negative impacts on its workforce. The team in charge of DEI topics is the Global People Experience team, which is part of the Global HR Function, operating within the Talent area. The team is dedicated to creating an inclusive environment where every Camparista feels valued and empowered. Its focus is on activating our culture, landing the new employee listening approach, identifying gaps, creating the DEI vision and strategy, and strengthening DEI partnerships and networks. The global team works in close collaboration with regional and local representatives, who bring cultural and regional flavors to ensure that initiatives are effectively tailored and implemented at a local level.

Campari Group places fairness, equity and transparency at the heart of its remuneration system, ensuring equal pay for equal work and equitable access to opportunities, regardless of gender or other personal characteristics. Using the internationally recognised International Position Evaluation ('IPE') methodology, the Group objectively assesses job responsibilities, enabling internal comparisons across functions and geographies, as well as external benchmarking to maintain market competitiveness. By using this structured job evaluation system, Campari Group ensures that roles are assessed based on their responsibilities, promoting internal equity and external alignment. Recognizing the importance of pay equity and addressing the pay gap as core components of its sustainability commitments, Campari Group has intensified its efforts to combat gender inequality.
Starting in 2023, the Group introduced a leading workplace equity analysis platform to promote fairness and equal opportunities. This platform uses advanced multivariate regression analysis, accounting for factors such as skills, effort, responsibility, and working conditions, to identify and address systemic pay disparities. By analyzing both unadjusted pay gaps (differences in average or median pay regardless of role or qualifications) and adjusted pay gaps (factoring in job type, responsibility and experience), the platform enables the identification of significant gaps, investigation into root causes and application of targeted remediation strategies. Unadjusted pay gaps reflect the differences in average or median earnings between men and women

without considering factors such as role type, level of responsibility, or experience. In contrast, adjusted pay gaps account for these variables and other pay policies, aiming to compare employees performing substantially similar work with comparable characteristics. In 2024, the platform revealed pay discrepancies that could not be justified by performance, skills or seniority. These critical disparities were addressed during the annual salary cycle, followed by a second analysis to evaluate outcomes and refine future strategies. Using linear regression, the platform estimates predicted compensation based on established pay policies, enabling the identification of statistically significant differences and a deeper understanding of their root causes. To ensure meaningful action, the tool also incorporates a remediation framework designed to address and resolve any inequities detected by the models.
Moreover, Campari Group started using a top workplace equity analytics platform to address pay and opportunity equity. This allows the performance of detailed multivariate regression analyses of pay differences based on skill, effort, responsibility, and working conditions as well as existing Group's pay policies and practices. The new platform enables more comprehensive, frequent, and efficient monitoring of pay equity.

These initiatives culminated in Campari Group's certification by Fair Pay Workplace, which recognises its sustained commitment to fair and equitable compensation. The certification process revealed an unadjusted median gender gap in Total Actual Cash of 18.53%, meaning that men earned 81.47 cents for every dollar earned by women. However, the adjusted pay gap demonstrated near parity, with women earning 99.65 cents for every dollar earned by men, reflecting virtually equal pay when legitimate factors were considered. To sustain the Group's commitment to pay equity, ongoing monitoring and reporting will be conducted. Regular reviews of compensation practices will be conducted, and any necessary adjustments will be recorded and made. The progress will continue to be tracked and reported annually through the Group Sustainability reports, ensuring all stakeholders to be constantly informed of the Group's efforts and results.

Campari Group's remuneration policies are strategically aligned with its business objectives and HR strategies, emphasizing engagement, retention and productivity. Four key elements guide remuneration decisions: recent performance, development potential, critical individual capabilities and the strategic importance of the role. For executives, directors and managers with strategic responsibilities, the Group offers a competitive compensation package combining a fixed salary, annual performance-based bonuses and incentives as described below, to ensure alignment with the Group's long-term goals. Pay equity analyses are conducted twice a year to ensure fair compensation practices across the organization. Campari Group launched a long-term incentive ('LTI') plan in 2024, represented by Restricted Stock Units ('RSU') granted annually with a three-year vesting period and extending to all employees at the Senior Management and Executive levels in every Country. Replacing the previous Stock Options Plan, this new plan aligns with market practices, enhancing the Group's ability to attract and retain senior management and executives. Complementing the LTI plan, the Group continues to foster a culture of ownership and entrepreneurship among its employees through additional reward programs, including the Employee Stock Ownership Plan ('ESOP') and the three-year vesting period Restricted Stock Units Mid-Term Incentive Plan ('MTI') issued in 2024 for eligible employees. The ESOP enables Camparistas to invest in the Group's success through monthly payroll deductions, with participation rates steadily increasing since its launch in 2021.

With the aim to support Campari Group employees, former employees, their families, and all those who have contributed to the success of the Campari brand, the Group support the initiatives offered by foundations which includes mortgage subsidies, nursery and kindergarten fees, scholarships and university awards for an amount of €200.0 thousand in

2024. Other donations in 2024 were directed towards supporting charitable initiatives in Italy and around the world, totalling approximately €330.0 thousand.

Within the HR function, the Global Reward team is responsible for establishing global guidelines and policies related to rewards. It develops and implements comprehensive compensation programs, including Stock Option Plans, Long-Term Incentives, Short-Term Incentives, and others. The teams' efforts are supported by regional Reward teams, which manage local implementation and oversee daily management. Additionally, the Global Reward team collaborates with other corporate functions to ensure fair and transparent compensation practices worldwide.

PRIVACY

The Compliance&Legal Department, supported by the Group Data Protection Officer, is committed to adhering to European regulations related to personal data protection, namely the GDPR, and any other local legislation that may apply to the subject matter of the present document. Indeed, this work includes revising internal policies, training usually provided periodically, and sharing best practices within the organization with regard to data protection and enhancement of cybersecurity. The ongoing implementation of a joint controllership privacy structure within the Group is designed to ensure that all legal entities involved in the processing of personal data share responsibility for compliance with data protection regulations. This intra-group agreement is intended to align all entities with the same high standards of data privacy and security, ensuring full cooperation in the event of a data breach or any other privacy-related incident. Through the establishment of this joint controllership structure, the Group seeks to enhance transparency, accountability, and collaboration in the management of personal data, thereby protecting the privacy rights of individuals and preserving the trust of stakeholders. Privacy is also intrinsically linked to cybersecurity, as safeguarding personal data relies on robust measures to prevent unauthorized access, breaches and misuse.

Focusing on cyber risk analysis, the Group assess the main risks related to cyber security and evaluate the controls in place to mitigate these risks as described below.

a) **Cybersecurity through digitalization and compliance initiatives**
The digitization initiatives undertaken by the Group have elevated its level of exposure towards data privacy and cybersecurity risks. Certainly, greater use of technological integration to operate a daily business, such as through the usage of artificial intelligence, also means greater risks with respect to data breaches, theft of sensitive information, and disruptions resulting from cyber-attacks. All these risks were addressed by the Group through the implementation of a comprehensive Cyber Security roadmap containing the introduction of state-of-the-art cybersecurity technologies, continuous improvement in the Security Operation Centre processes, regular cybersecurity assessments, and performance of risk analyses. Awareness creation and training programs will also be provided to employees on a regular basis to keep them updated about the security culture.

b) **Establishing responsible AI governance: guidelines, innovation, and ethical oversight**
The adoption of the Guidelines on Generative AI marks a further important step on how artificial intelligence is approached within the Group. These are designed to ensure that AI technologies are deployed responsibly and ethically-according to regulations. They include a structured framework that will be engaged in considering AI initiatives with clarity, accountability, and the protection of data privacy and intellectual property rights.

This set of guidelines helps to build an atmosphere of innovation within the laid framework that would protect the interest of each and every stakeholder - be it customers, employees or partners. Furthermore, the guidelines have also given a go-ahead toward prudent monitoring and continuous evaluation of AI systems with the purpose of reducing possible risks and aligning these with the strategic objectives.

Another major step toward establishing responsible use and innovation within AI involves the development of the AI Advisory Hub at the Group level. Membership of the latter includes several key functions at Group level, namely IT, Legal, and Compliance. This will provide a central contact point regarding the assessment of all AI initiatives and use cases across the organization.
The main tasks of the Hub are to assess ethical implications, compliance with data privacy and impacts on the operation of the business, stakeholders, and IT infrastructure for AI technologies. The AI Advisory Hub will professionalize advice and guide the correction of developments and deployments of AI applications, within the core value and strategic objectives of the Group. This effort underscores the concept that AI needs to be governed - with the necessary levels of transparency and accountability to instil confidence in this advanced technology.

c) **Compliance and adaptation to evolving cybersecurity and business continuity regulations**
The Group is dedicated to staying informed about new regulations and directives related to cyber security and business continuity, including the second iteration of the Network and Information Security Directive and the Critical Entities Resilience Directive. This commitment involves continuous monitoring of legislative changes and regulatory updates to ensure compliance and mitigate associated risks. The Legal&Compliance department, in close collaboration with the IT and Cyber Security teams, regularly reviews and updates internal policies and procedures to align with the latest regulatory requirements. By proactively tracking and adapting to these regulatory changes, the Group aims to maintain robust cyber security protocols and ensure business continuity, safeguarding its operations and protecting the interests of stakeholders.

d) **Strengthening cybersecurity through risk assessments and advanced mitigation strategies**
The Group conducts comprehensive cyber risk assessments to identify key cyber security risks and evaluate the effectiveness of the existing controls designed to mitigate these risks. Based on the findings, areas for improvement in cyber security measures are identified, and detailed action plans are developed. These plans include reviewing and enhancing existing organizational and technological security measures, such as the processes within the Group's security operations centre, to strengthen the Group's capabilities in detecting and responding to cyber threats. Additionally, there is focus on improving the management of access to technological systems by employees and third parties through secure digital identities (i.e., usernames and passwords).

Furthermore, the Group is implementing new technologies, such as an advanced anti-spam solution, vulnerability management systems covering various levels of infrastructure, and a continuous threat-monitoring system that simulates real-world cyber-attacks to uncover vulnerabilities and recommend corrective actions. A pilot phase has also commenced for the deployment of a data loss prevention system, which will implement controls to safeguard documents containing sensitive personal and business data, in accordance with their designated confidentiality levels.

The comprehensive strategy adopted by the Group as described above, address compliance activities related to data privacy and cyber security, placing a strong emphasis on training and awareness. Regular communication campaigns are designed to enhance employees' understanding of cyber security risks, including phishing and social engineering. New hires receive dedicated security training as part of their onboarding process, while ongoing training sessions are accessible to all employees. To reinforce these efforts, the Group conducts bi-weekly and monthly simulated phishing campaigns to evaluate employees' ability to identify email-based threats. Furthermore, an annual communication plan, developed in partnership with the Corporate Communications department, ensures the delivery of monthly updates on key topics through the intranet portal. This multi-dimensional approach equips employees with the knowledge and skills

needed to effectively navigate data privacy and cyber security challenges.

TRAINING AND SKILLS DEVELOPMENT

Training initiatives focus on the development of culture of quality and responsibility through communications projects and actions carried out to promote the importance of consumption quality vs quantity to internal workers are disclosed in 'Strategy, Policies and Actions related to Consumer and end-users' in the 'ESRS S4 Consumers and end-users' section.

To create a receptive environment, the Group is engaged in a comprehensive program involving workers from various perspectives to establish common ground. Campari Group believes that focused capability building across all levels of the organization is a critical component for its long-term success. Indeed, Campari Group's commitment to development is evident in its continued progress against the milestones of a multi-year HR Strategy. This strategy outlines a program of functional transformation designed to increase HR functional expertise and the effectiveness of the organization's people processes to drive development in three ways:

- developing Great Camparistas who have the skills and opportunities they need for professional growth;
- building critical capabilities to help Campari Group continue its successful growth agenda;
- growing the next generation of leaders who know how to engage and develop employees.

The following paragraphs will therefore describe the main activities undertaken throughout 2024 in these areas and also highlight some of the longer-term actions planned for 2025 and beyond. Total investments in training amounted to €4.9 million in 2024.

Developing great Camparistas

Campari Group recognises the critical role that self-awareness plays in effective personal and professional development. The Group believes that development efforts must address the individual needs of its employees within the context of their current and future roles. To facilitate this, the Group is investing in the right tools and ecosystem to help Camparistas engage in continuous self-assessment.
Starting in 2023, the Group deepened its commitment by implementing a sophisticated talent assessment and management platform. This platform maps, stores, and analyses all talent assessments, providing the Group with a comprehensive understanding of Camparistas and their development within the organization.

The list of initiatives the Group is managing in this area is provided below.

360 Feedback	The journey began with the introduction of the Campari Group 360 Feedback system, which was later expanded to include competency assessments for the Marketing, Channel&Customer Marketing, and Sales teams, to identify opportunities for leadership growth and transformation. The questionnaire and overall experience have been revamped to ensure optimal development outcomes for both individuals and the organization. Additionally, Campari Group has trained 50 internal debriefers to guarantee a high-quality experience for Camparistas.
Hogan Assessment	For senior managers and above, the Group maintains its use of the Hogan Assessment, integrated into both the Group Talent Acquisition and Talent Development strategies. With 26 internal certified assessors, the Hogan Assessment offers a library of complementary personality tools aimed at enhancing self-awareness among leaders. This enables them to better manage their behavior and improve their success and effectiveness in the workplace.
Insights Discovery	Campari Group further enriched its assessment toolkit by introducing Insights Discovery, a psychometric tool designed for all levels within the organisation. Insights Discovery is intended to provide participants with a solid foundation of self-awareness, equipping them with the skills needed to develop themselves, contribute to effective teams, and lead others successfully.
Coaching	To accelerate the development and growth of Camparistas, the Group has also built a community of 15 external coaches. These coaches help facilitate self-discovery and behavioural change, preparing individuals for future roles or supporting their development in current ones. Coaching serves to enhance self-awareness, encouraging Camparistas to challenge their current practices, explore new solutions, and optimize their leadership abilities.
Career Week	In addition to these initiatives, following the success of the first Italian edition, the Campari Group's Career Week has continued to expand globally. In the October 2024 Italian edition, over 350 Camparistas participated (with an increase of +25% compared to the 2023 initial edition), in 23 sessions led by 34 internal speakers, focusing on a range of topics such as self-awareness, personal branding, leveraging AI for development, networking, coaching, mentoring, career conversations, and learning from failures.
Future Skills Fair	Building on the discussions about the importance of future skills for professional growth within Campari, the first edition of the Future Skills Fair was organized. This event was dedicated to selected key skills that will become fundamental in the future for the Group, including people management, hybrid workplaces, communication, data-based decision-making, sustainability and innovation. For each skill, one or two experts in the field were invited to engage with participants at the booths. These experts provided in-depth explanations of each skill, offered advice on how to practice them, shared strategies for integrating them into daily work routines, and highlighted additional resources available to Camparistas through CAMPUS channels.
The Leadership Model	Campari Group views leadership capability as a critical factor in creating a competitive advantage. The Group's goal is to foster a balanced form of leadership, both at the organizational and individual levels, ensuring alignment with the Group's core values and mission. Campari Group's new leadership model defines five distinct leadership styles: • Purposeful Leaders; • Inspiring Leaders; • Authentic Leaders; • Agile Leadership; • Inclusive Leaders. The mentioned 360 Feedback Assessment is supporting these leadership styles. In addition, a series of workshops have been introduced to familiarise Leadership Teams with the key concepts behind the model. These workshops have been rolled out and will continue across the entire organisation to ensure a comprehensive understanding and adoption of the new leadership framework.

Building critical capabilities

CAMPUS, the Campari Group University, became fully operational in 2023. It is a dedicated team for the development of training activities within the Human Resources function, led by the Head of Campari University marking a significant step in the Group's dedication to people development. Its primary goal is to enhance organizational alignment around capability-building programs and initiatives, continually improve the quality of development solutions offered and implement a flexible development system that can adapt to the Group's ongoing growth. The team's main responsibility is planning CAMPUS Signature programs, designing a range of global learning and development solutions in the areas of Campari Group culture, cross-functional and functional capabilities, including e-learning and performance support tools. The team ensures the quality of learning programs, overseeing the learning technology and using evaluation processes which include the creation of KPIs and dashboards, handling learning data and providing insights on learning programs' effectiveness, in order to measure their impact, tracking skill improvements and updating and improving contents accordingly. This is done by collaborating with Global HR and other stakeholders, providing expert advice for global projects and focusing on the integration of learning processes with people management systems CAMPUS serves as a space where Camparistas can tap into collective knowledge and access personalized development experiences.
Having the Campari University Regional Learning Partners as connectors between CAMPUS Team and local entities for America, EMEA, and APAC business units, CAMPUS team works with Regional Talent teams for timely deployment and supporting Senior Leaders as Campus Ambassadors. Local needs are addressed by developing tailored leadership and cross-functional programs, always aligning learning priorities, establishing governance to harmonize regional learning offers, and building internal expertise through coaching and train-the-trainer activities. Since its inception, CAMPUS has delivered five distinct learning programs across multiple sessions and locations, totalling 6,746 learning hours and involving 1,119 Camparistas. In 2024, Campari University's mission focused on making training and development resources and initiatives available to an increasingly broad target, including plant-based personnel, individual contributors, and people managers at all levels.

The list of activities CAMPUS is managing is provided below.

Learning Culture	As CAMPUS expands its mission to strengthen the learning culture across Campari Group, it continues to launch new initiatives designed to clarify, enrich, and promote the learning opportunities available to all Camparistas globally. With a focus on customized learning experiences aligned with the Group's values, CAMPUS is committed to designing and delivering in-house learning solutions. These engaging experiences are focused on practical application and peer-to-peer interaction, which help participants reflect on topics and implement their learning in both social and individual contexts. Learning experiences are delivered through virtual and in-person sessions facilitated by the CAMPUS team, internal Group facilitators, or external partners. In the plants, the Group ensures the language of sessions is adapted to the local context, bridging distances and respecting diversity. In 2024, Campari Group's mission with CAMPUS expanded to make training and development resources available to a wider audience, including plant-based personnel, individual contributors, and people managers at all levels.
Campari University	The commitment of Campari University is distributed across five pillars, with an overall investment in 2024 of €991.472: 1. The Campari Way, the line dedicated to maintaining and evolving the corporate culture; 2. Great Leaders, the set of programs aimed at training leaders and people managers in their daily challenges, in line with corporate values; 3. One Company, the program dedicated to developing cross-functional expertise to create value. These three pillars represent competitive advantages for Campari Group and are directly managed by the CAMPUS team. In addition to these areas of work, CAMPUS focuses on: 4. Functional Expertise: building skills specific to a single function. 5. Professional Excellence: building and reshaping skills to keep pace with the 21st century. These two pillars represent a competitive requirement for Campari Group and are supported by the CAMPUS Team in collaboration with functions and external providers.
Train the Trainer approach	A key component of Campari Group's development strategy is a 'Train the Trainer' (TTT) approach, which continued in 2024 with a focus on equipping Group leaders to serve as effective facilitators. This initiative plays a crucial role in fostering a culture of continuous learning, enhancing leadership capabilities, and ensuring a unified approach to achieving strategic goals. By developing facilitation skills in leaders, the Group empowers them to drive meaningful conversations, encourage collaboration, and inspire teams. Additionally, these leaders are better equipped to manage complex group dynamics and effectively coach teams towards success. Key activities in 2024 included the rollout of Feedback and Coaching workshops for 250 top leaders during the Group Convention, training 20 leaders from the HR and Supply Chain global community to run the sessions, and ongoing work with the Spirit of Management for Front Line Leaders program across major plants. Additionally, general facilitation skills training was provided to the EMEA and APAC HR communities to support various ongoing programs. As a result of over 500 hours of training, the Group now has a growing community of more than 100 facilitators actively contributing to the goal of becoming a development-driven organization. Moreover, leveraging this approach, selected managers began training their respective populations of Front-Line Leaders in 2024. The training sessions, designed to be experiential, flexible, iterative and modular, were conducted in person and tailored to align with the unique timing and demands of production work. In terms of program progress across plants: In Arandas (Mexico), Lawrenceburg (Kentucky), Derrimut (Australia), and Novi Ligure and Canale (Italy), the entire Cycle 1 of the program, initiated in 2023, was successfully completed in 2024. Teams in Lawrenceburg, Novi Ligure, and Canale also received training to deliver Cycle 2. This new cycle, designed and developed by CAMPUS in the second half of 2024 based on feedback from Front-Line and Supply Chain Leaders, is set for rollout in 2025. In Suape (Brazil), Capilla (Argentina), Kingston (Jamaica), and Grimsby (Canada), Cycle 1 training for Front-Line Leaders was fully delivered by the end of 2024. In Aubevoye and Bourg Charente (France) and Danville (USA), TTT for Cycle 1 was completed in 2024. These plants are scheduled to begin delivering the program to their Front-Line Leaders starting in the last quarter of 2024 and first quarter of 2025, respectively. Two additional iterative training cycles are planned for design and delivery in the coming years, bringing the total to four program cycles. This approach aims to progressively and continuously consolidate essential management skills while addressing the evolving development needs of the front line. By doing so, the program establishes a strong, structured pathway for cultivating the next generation of Supply Chain leaders.
CAMPUS Faculty	In support the CAMPUS initiatives, the Group is also establishing the CAMPUS Faculty, a network of facilitators, trainers, curators, and subject-matter experts among Camparistas. This network aims to create a global learning environment across the organization, facilitating knowledge sharing and maximizing learning efficiencies. It also seeks to reduce external costs, leverage internal capabilities, and enhance development opportunities for Camparistas.
Finance-For-Non-Finance	The Finance-For-Non-Finance program empowers all Camparistas by providing them with a foundational understanding of financial language, tools, and the mechanics of finance and value creation. This learning solution is designed to highlight how finance is integrated throughout the organization. It focuses on key financial measures and indicators, enabling Camparistas to better understand financial performance in relation to functions and business strategy.
Commercial Capabilities	The Campari Group's Commercial Academy focused on defining, assessing, and sharing the essential capabilities required by Sales, Marketing, and CCM employees, both globally and locally. This initiative aligns with the Group's ambition to evolve into a development-driven organization. In 2024, the academy was enhanced to reflect a commitment to continuous improvement and reinforce its position at the forefront of commercial excellence. The academy's learning portfolio for 2025 and beyond will ensure that Camparistas have the skills and expertise necessary to thrive in an ever-evolving industry landscape.

CAMPUS
THE CAMPARI GROUP UNIVERSITY

Compliances	Campari Group has implemented a comprehensive action plan to ensure that all Camparistas are trained on four crucial compliance topics, collaborating closely with HR Operations Teams and the Legal Department. For those with access to The Learning Distillery, the learning management system delivering online learning experiences to all office-based Camparistas, a communication campaign and escalation process have been set up to ensure participation in this learning chapter. For Camparistas working at manufacturing plants who do not have access to the platform, in-person sessions are being conducted to guarantee full coverage of the population. The four key compliance topics include: • Code of Ethics: Campari's Code of Ethics establishes the fundamental principles and values that guide the behavior and decision-making of all employees. It emphasizes integrity, transparency, and respect in business activities, serving as a framework for ethical conduct that aligns with the company's commitment to legal compliance, social responsibility, and the highest professional standards (for more information refer to 'Governance and policies related to business conduct' in the 'ESRS G1 Business conduct' section). • General Data Protection Regulation ('GDPR'): Campari is committed to protecting the privacy and personal data of its employees, customers, and partners. The GDPR compliance program ensures that all personal data is processed in a lawful, fair, and transparent manner. This includes robust data protection policies, regular audits, and ongoing employee training to maintain data privacy standards and protect sensitive information. • Cyber Security: with a strong focus on securing its digital assets and information systems, Campari's Cyber Security policy incorporates a range of measures designed to safeguard against cyber threats and data breaches. This includes the use of advanced security technologies, regular vulnerability assessments, and continuous monitoring of network activities. Employees are trained to recognize and respond to cyber threats, ensuring a secure and resilient digital environment with a structured training started in November 2024 (for more information refer to disclosures in this paragraph). • Code on Commercial Communication: as part of its commitment to promoting the responsible consumption of its products, Campari offers a mandatory e-learning course on the Code on Commercial Communication. This training, targeted at Camparistas in Marketing, Communication, PR, Legal, and Public Affairs and Sustainability, as well as new hires, raises awareness of how commercial communications can influence customer perceptions of alcohol consumption. The course uses a learning-by-doing approach to help Camparistas understand their role in promoting responsible drinking globally and assessing the appropriateness of the Group's brand communications (for more information refer to 'Strategy, Policies and Actions related to Consumers and end-users' in the 'ESRS S4 Consumers and end-users' section).
Functional Academies	The Functional Academies are designed to enhance the knowledge and expertise essential for driving business strategy. By offering targeted learning activities, these academies focus on developing business acumen, technical skills, and functional knowledge. Currently, the Group operates five distinct Functional Academies, each with specific goals tailored to support their respective areas of focus, as outlined in the table below.
Marketing Academy	The Brand Building Academy offers a dynamic learning environment for Camparistas to refine and enhance their skills, playing a key role in creating iconic and profitable brands. It is committed to attracting and retaining top talent from the brand-building community, with a strong focus on continuous growth and development.
Finance Academy	The Finance Academy was established to build functional awareness and promote Campari Group's business partnership model. Operating under the spirit of 'Achieving Together,' it encourages finance participants to collaborate and learn from others across the company. The Academy offers experiential learning through data-driven, structured real business cases and opportunities for strategic networking and dialogue.
Com-mercial Academy	Campari Group's Commercial Academy provides tailored, personalized commercial capability development aligned with global best practice. This approach helps attract and retain exceptional talent while reinforcing the Academy's commitment to fostering a culture of continuous growth and industry leadership
Supply Chain Academy	The Supply Chain Academy empowers Camparistas to build technical skills and knowledge essential for embracing a customer centric approach in the Group's production and logistics processes. By providing insights into the entire supply chain journey, this initiative also seeks to equip Supply Chain professionals to serve as strategic business partners within the organization. In 2023, starting from the extensive work done on management skills for front line leaders in plants, the foundations for a brand-new version of the Supply Chain Academy were laid. Increased focus will be given to front-line workers, equipping them with important skills in health and safety, maintenance, quality and continuous improvement. Content fine-tuning, design and pilot delivery took place in 2024.
HR Functional Initiatives	Campari Group is actively enhancing HR capabilities on a global scale through a series of Train the Trainer sessions (i.e., facilitation and coaching skills which are fundamental for business partnering) and to support the people agenda coherently with business objectives. A new HR Academy will be launched in 2025 which will serve as a functional alignment tool, clarifying role expectations and providing capabilities to succeed.

Growing the next generation of Leaders
The list of initiatives the Group is managing is provided below.

Manager Skill Check and Front-Line Leaders Skill Check
Campari Group's new development strategy, launched in 2024, highlights assessment as a vital tool for enhancing self-awareness, focus, and measurability in each Camparista's growth journey. As part of this approach, Campus launched the Skill Check for Managers by integrating Bluquist, a platform designed for holistic talent management and people development. Through Bluquist, managers can receive a comprehensive assessment of their strengths and areas for improvement. This Skill Check, positioned as a voluntary tool, allows managers to complete it once per quarter. They can choose to take it as a self-assessment or involve their manager, peers, or direct reports, receiving a 180 or even 360-degree perspective on their skills. This feedback provides valuable insights to guide their development, helping them target relevant CAMPUS workshops and improve their self-awareness of key managerial competencies.
This approach was extended even further in the Front-Line Leaders program. Participants undergo a skill check at both the beginning and end of each cycle, enabling them to track their progress over time. CAMPUS uses the data collected to determine future development actions and evaluate the effectiveness of the programs. For instance, an average 14% improvement in key management skills was observed for participants following the program.

The Spirit of Management: Essentials
In 2024, the Group also introduced The Spirit of Management: Essentials, a revamped program consisting of twelve interactive, practical workshops, each lasting 60 minutes and delivered virtually by the CAMPUS Team. Additionally, three Hiring Skills workshops were conducted in partnership with the Talent Acquisition team on a global, regional, and market basis. Each session was supplemented with 'Learning Shots' additional resources that participants could consult individually after the workshops. To accommodate busy schedules, each session was held four times a year, on two different dates to ensure global accessibility. This structure fosters cross-regional collaboration, as CAMPUS believes that the exchange of diverse perspectives is key to professional growth. Furthermore, from the third quarter onwards, internal facilitators in the APAC region, trained through the aforementioned train-the-trainer approach, led more localized sessions. Over 600 managers participated in these workshops, engaging in continuous development and practice that connected them with colleagues from different functions and regions. This global approach focused on core management skills, including coaching, giving feedback, holding difficult conversations, prioritizing work, managing meetings effectively, building inclusive teams, and identifying development needs within teams.

Management Shakers
The Management Shakers format, primarily an in-person experience, provided a more intensive, interactive learning opportunity. Each session aimed to challenge participants' biases, help them practice key behaviours and receive immediate feedback. These sessions, including Coaching and Feedback Shakers, were delivered to the top 250 leaders during the Group Convention in 2024, as well as to various Camparistas globally in local sessions tailored to specific linguistic and learning needs.

Front Line Supervisors Management Training
In 2023, leaders from Campari Group's global plants honed their facilitation skills using the above mentioned Train-the-Trainer (TTT) approach. In 2024, chosen managers at specific plants started training their Front-Line Leaders through in-person sessions. For more information refer to the 'Train the Trainer approach' section of the 'Building Critical Capabilities' paragraph.

The Spirit of Leadership
The Spirit of Leadership is a bespoke development program crafted for Campari Group's Top 100 senior leaders. Delivered over two years in four strategic phases, the program

encourages participants to reimagine leadership, explore opportunities for innovation, and foster meaningful connections with peers and thought leaders. More than a traditional training initiative, it combines thought-provoking leadership insights, immersive field expeditions, real-world business challenges, and in-depth case studies to prepare leaders to shape the future of the Group. Each participant is paired with an executive coach to ensure that newly acquired knowledge is effectively translated into actionable workplace improvements, delivering measurable business impact.

Growing Individual Contributors
In 2024, Campari Group enhanced its Learning Distillery, the organization's centralized learning-management system, with new features and resources to support the professional growth of office-based Camparistas. This included:

- In 2024, Campus revitalized its training initiative for all Camparistas through a collaboration with LinkedIn Learning, offering an expansive platform for professional development. This partnership provides access to a rich library of over 5,000 video-based courses in more than 24 languages, covering a diverse range of topics such as business acumen, function-specific expertise, and technological skills. Each course is crafted by esteemed experts in their respective fields and features short, engaging video segments tailored to various proficiency levels, including beginner, intermediate, and advanced, ensuring a customized and accessible learning experience for every Camparista.
- The Learning Distillery has been enhanced through integration with Microsoft Viva Learning, a centralized learning hub seamlessly embedded within Microsoft Teams. This platform enables employees to effortlessly discover, share, recommend, and engage with a diverse range of content libraries, drawing from both organizational resources and external partners like LinkedIn Learning, fostering a more streamlined and accessible learning experience. Building on the success of the Future Skills Fair held during Career Week, Campus has created a dedicated SharePoint page to provide Camparistas with easy access to essential learning materials. This resource focuses on the key skills that will play a pivotal role in professional development within Campari Group in the coming years. The page offers a wealth of references, including both internal resources from Campari and external recommendations curated by Camparistas recognised as experts in these areas.

During the period ended 31 December 2024 the following achievement were reached:

- camparistas invested 9511 hours taking courses in the Learning Distillery;
- camparistas invested 961 hours taking courses in the LinkedIn Learning Platform.

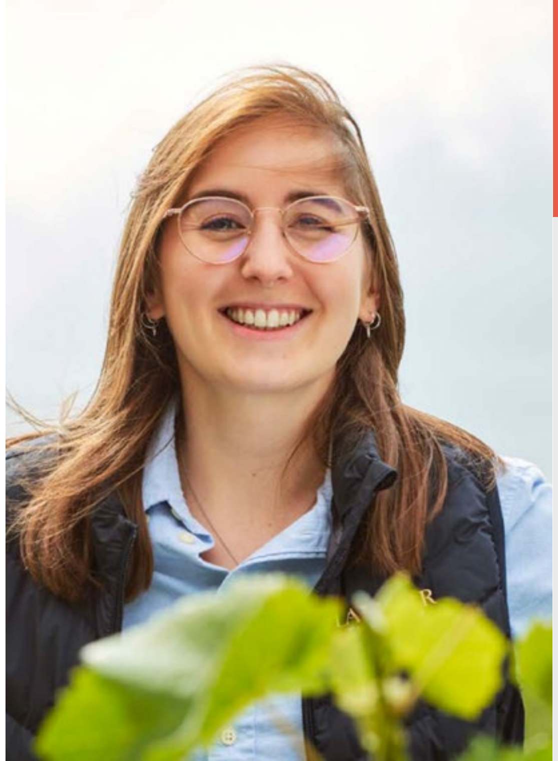
These efforts underscore Campari Group's commitment to fostering a culture of continuous learning and equipping employees at all levels with the skills needed for success in a dynamic business environment.

METRICS AND TARGETS RELATED TO OWN WORKFORCE[1]

Campari Group's metrics and targets related to own workforce were reported below. Pursuant to the new Dutch Act on gender diversity (*Wet inzake evenwichtige man vrouwverhouding in de top van het bedrijfsleven*), on 21 February 2023 the Board of Directors has set appropriate and ambitious gender diversity target figures for (i) the Executive Directors, (ii) the Non-Executive Directors and (iii) the Senior Management, drawing up of a plan to achieve these targets. The gender diversity target figures and the plan for their achievement have been determined as follows.

Diversity Targets		2024 Female representation	2023 Female representation
Executive Directors	At least 33.33% females and 33.33% males by the Board of Directors' renewal in 2028	0%	0%
Non-Executive Directors	At least 40% females and 40% males by the Board of Directors' renewal in 2025	33.3%	37.5%
Management and above	At least 40% females and 40% males by the end of 2027	38.3%	36.8%

The decrease in female representation among Non-Executive Directors in 2024 compared to the previous year is attributed to the appointment of Bob Kunze-Concewitz as a Non-Executive Director.

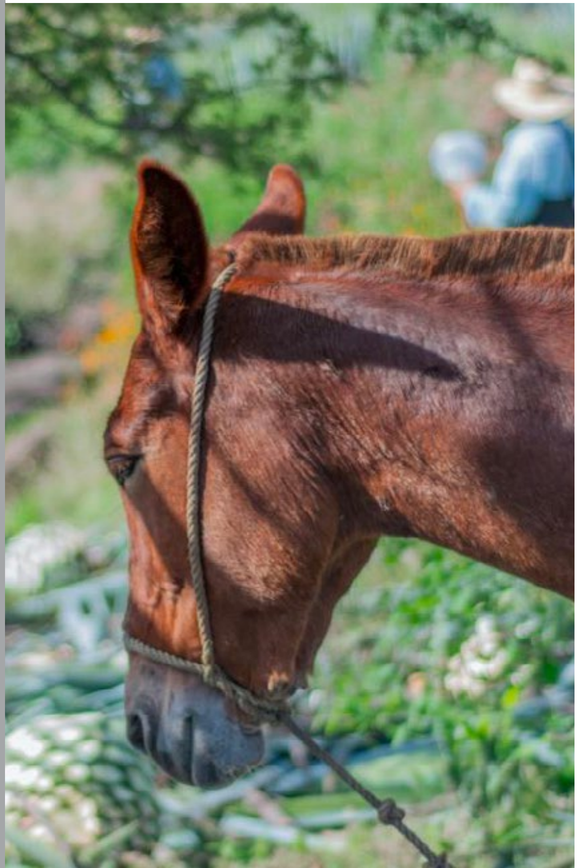


1 The metrics for the comparative year were not reported when calculated using 2023 measurement standards, as these differ from ESRS rules.

Target	2024 Achievements	Next steps
Development culture: establishing integrated processes across the organization to support the development of Camparistas at individual and company level.	• Refined the TT approach to better leverage internal resources. • Launched the second edition of Campari Group Career Week and a particular initiative dedicated to future skills. • Extended the range of learning resources available for single-contributors Camparistas and delivered entire programs designed by Campari University and focused on leadership and people management.	• HR Academy. • Leadership Distillery. • Campari Internal Faculty.

Target	2024 Achievements	Next steps
Sustainable improvement in the health and safety management system through the realization of initiatives within the following fundamental areas: common approach to high-risk processes and tasks, Functional excellence, Culture and leadership, Common performance metrics, Continuous improvement.	• New HS platform implemented in all production sites with a common system for HS data reporting. • Starting the use of a compliance platform for regulatory baseline, forecaster and updates. Pre-screening initiated in some locations. • Hazard and Operability Assessment (HAZOP) completed across multiple locations. • Safety Alert Program to share events and high potential near misses implemented. • Training program deployed to increase awareness, knowledge, and capability for specific roles. Safety courses prepared, with additional training to further improve capabilities. • Powered Industrial Vehicles (forklift) pilot project started using AI technology integrated anti-collision system.	• Completing the screening for compliance and regulatory self-assessment for all sites and transforming complex HS regulations into clear, actionable requirements using the regulatory platform. • Starting to track and monitor compliance status across every facility in a single, worldwide view, and taking action when needed. • Extending the use of AI technology integrated anti-collision systems in forklifts.

Enhancing Campari Group's DEI strategy will strengthen its ESG ratings and sustainability index positioning, driving positive financial outcomes. Higher ESG ratings attract ESG-focused investors, potentially increasing investment and improving debt conditions. More specifically the Group is committed to achieving several key sustainability targets, besides which management female representation at least 40% by the end of 2027. For information about the Group funding initiatives ESG-related refer to 'Sustainable core commitments' in the 'The Sustainability Governance model'.



OWN WORKFORCE FEATURES

Employees numbers are reported in head count at end of reporting period.

Region and gender	2024					2023				
	Permanent		Temporary		Total	Permanent		Temporary		Total
	Full-time	Part-time	Full-time	Part-time		Full-time	Part-time	Full-time	Part-time	
Asia-Pacific	523	6	9	3	541	482	3	12	3	500
Male	344	2	5	-	351	300	-	6	1	307
Female	179	4	4	2	189	163	3	6	2	174
Other	-	-	-	-	-	-	-	-	-	-
Not reported	-	-	-	1	1	19	-	-	-	19
Europe, Middle East and Africa	2,490	59	109	1	2,659	2,246	53	94	1	2,394
Male	1,464	12	73	-	1,549	1,325	10	75	1	1,411
Female	1,026	47	36	1	1,110	921	43	19	-	983
Other	-	-	-	-	-	-	-	-	-	-
Not reported	-	-	-	-	-	-	-	-	-	-
Americas	2,041	3	10	0	2,054	2,021	3	15	-	2,039
Male	1,266	-	5	-	1,271	1,267	1	6	-	1,274
Female	771	3	5	-	779	753	2	9	-	764
Other	1	-	-	-	1	1	-	-	-	1
Not reported	3	-	-	-	3	-	-	-	-	-
Total	**5,054**	**68**	**128**	**4**	**5,254**	**4,749**	**59**	**121**	**4**	**4,933**

Employees by gender	UoM	2024	2023
Male	Head count	3,171	2,992
Female		2,078	1,921
Other		1	1
Not reported		4	19
Total employees	**Head count**	**5,254**	**4,933**

Employees by gender	UoM	2024	2023
Male	%	60.4%	60.7%
Female		39.6%	38.9%
Other		-	-
Not reported		0.1%	0.4%
Total employees	%	**100%**	**100%**

Employees by Country	UoM	2024	2023
Argentina	Head count	131	133
Australia		212	220
Austria		28	25
Belgium		49	44
Brazil		214	194
Canada		150	148
China		45	32
France		499	334
Germany		169	151
Greece		81	42
India		72	56
Italy		1,210	1,188
Jamaica		513	545
Japan		50	49
Korea (the Republic of)		51	43
Martinique		146	138
Mexico		377	377
New Zealand		44	43
Peru		39	35
Russian Federation		125	118
Singapore		67	57
South Africa		38	33
Spain		69	70
Switzerland		35	32
Ukraine		30	29
United Kingdom		180	190
United States of America		630	607
Total employees	**Head count**	**5,254**	**4,933**

	UoM	2024	2023
Total number of employees who have left the undertaking	Head count	617	568

Employee turnover rate	2024	2023
Rate	*12.0%*	*11.8%*
Description of the methodologies	*Total leavers/Total permanent head count year end*	*Total leavers/Total permanent head count year end*

For additional information on turnover and on the voluntary turnover rate, refer to the 'Other ESG information' section.

		2024				2023			
Employees by gender and region	**UoM**	**Asia-Pacific**	**Europe, Middle East and Africa**	**Americas**	**Total**	**Asia-Pacific**	**Europe, Middle East and Africa**	**Americas**	**Total**
Male	Head count	351	1,549	1,271	3,171	307	1,411	1,274	2,992
Female		189	1,110	779	2,078	174	983	764	1,921
Other		-	-	1	1	-	-	1	1
Not reported		-	-	4	4	19	-	-	19
Total employees	**Head count**	**540**	**2,659**	**2,055**	**5,254**	**500**	**2,394**	**2,039**	**4,933**

		2024				2023			
Employees by contract type and region	**UoM**	**Asia-Pacific**	**Europe, Middle East and Africa**	**Americas**	**Total**	**Asia-Pacific**	**Europe, Middle East and Africa**	**Americas**	**Total**
Number of permanent employees	Head count	529	2,549	2,044	5,122	485	2,299	2,024	4,808
Number of temporary employees		12	110	10	132	15	95	15	125
Total employees	**Head count**	**541**	**2,659**	**2,054**	**5,254**	**500**	**2,394**	**2,039**	**4,933**
Number of full-time employees	Head count	532	2,599	2,051	5,182	494	2,340	2,036	4,870
Number of part-time employees		9	60	3	72	6	54	3	63
Total employees	**Head count**	**541**	**2,659**	**2,054**	**5,254**	**500**	**2,394**	**2,039**	**4,933**

CHARACTERISTICS OF NON-EMPLOYEES IN THE UNDERTAKING'S OWN WORKFORCE

Non-employees numbers are reported in head count at end of reporting period.

Non-employees by type	UoM	2024	2023
People with contracts with the undertaking to supply labour ('self-employed people')	Head count	54	46
Workers provided by undertakings primarily engaged in 'employment activities'		123	208
Other types of non-employees		129	101
Total number of non-employees	**Head count**	**306**	**355**

COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE

For calculation of the coverage rates of the employees covered by collective bargaining agreements and employees with workers' representatives, only countries in the European Economic Area (EEA) in which the Group has significant employment, defined as at least 50 employees by head count representing at least 10% of its total number of employees, have been taken into consideration, thus only Italy and France.

Number of employees covered by collective bargaining agreements	UoM	2024
		Employees — EEA
Employees covered by collective bargaining agreements	Head count	1,709
Number of employees	Head count	1,709
Coverage Rate	%	**100.0%**

% of employees covered by collective bargaining agreements	2024
	Employees — EEA
0-19%	-
20-39%	-
40-59%	-
60-79%	-
80-100%	France, Italy

Number of employees with workers' representatives	UoM	2024
		Employees — EEA
Number of employees working in establishments with workers' representatives	Head count	1,709
Total employees	Head count	1,709
Coverage Rate	%	**100.0%**

% of employees with workers representatives	2024
	Employees — EEA
0-19%	-
20-39%	-
40-59%	-
60-79%	-
80-100%	France, Italy

100% of employees in Italy and France are covered by collective bargaining and have workers representatives.

Currently, the Group does not have any agreements on employee representation via an 'EWC', SE Works Council, or 'SCE' Works Council. However, the Campari Group is committed to conforming to European legislation and will make the arrangements necessary to ensure efficient social dialogue if it ever arises in the future.

All employees are covered by social protection, through public programs or through benefits provided by the organization, against loss of income due to any of the following major life events: (a) sickness; (b) unemployment starting from when the own worker is working for the undertaking; (c) employment injury and acquired disability; (d) parental leave; and (e) retirement, with the exception of the unemployment allowance for the countries below:

Employees not covered by unemployment allowance, by category, for the countries they operate	UoM	India	Jamaica	Korea	Mexico	Peru	Russia	Singapore	2024 Total
Number of permanent employees	Head count	72	507	51	377	39	121	66	1,233
Number of temporary employees		-	6	-	-	-	4	1	11
Number of full-time employees		72	513	51	377	39	125	67	1,244
Number of part-time employees		-	-	-	-	-	-	-	-

DIVERSITY

Members of the Board of Directors by gender	UoM	Male	Female	Other	Not reported	Total
2024	Head count	8	3	-	-	**11**
	%	72.7%	27.3%	-	-	**100%**

Employees by age group	UoM	Under 30	30-50	Over 50	Total
2024	Head count	557	3,536	1,161	5,254
	%	10.6%	67,3%	22.1%	100%
2023	Head count	738	3,282	913	4,933
	%	15.0%	66,5%	18.5%	100%

For more information on diversity metrics, refer to the 'Other ESG information' section.

TRAINING AND SKILLS DEVELOPMENT

Under the Group's global framework, all permanent employees are eligible for Performance and Career Development, with the exception of production operators. Any current exceptions for production operators are determined by local policy. Within the scope of consolidation, Korea, New Zealand, Martinique and Courvoisier legal entities are outside the Group's processes in 2024 and thus the related employees have not been included in performance and career development reviews at 31 December 2024. The performance review is a structured annual process, designed to take place once each year. During this period, managers thoroughly evaluate the performance of their direct reports and contribute to the assessment of their functional reports at the conclusion of each performance cycle. This formal review serves as a comprehensive evaluation to measure achievements, identify areas of improvement and set future goals.

In addition to this annual review, managers are strongly encouraged to engage in more frequent feedback conversations throughout the year. These ongoing discussions foster continuous improvement, development and alignment with organizational goals.

		2024				
Employees that participated in regular performance and career development reviews	**UoM**	**Male**	**Female**	**Other**	**Not reported**	**Total**
Total employees	Head count	3,171	2,078	1	4	5,254
Number of employees that participated in regular performance and career development reviews		2,074	1,705	1	3	3,783
Total number of periodic reviews agreed upon by management / leadership	**n.**	**2,074**	**1,705**	**1**	**3**	**3,783**
% of employees who participated in performance reviews	%	65.4%	82.1%	100%	75.0%	72.0%
Number of performance reviews conducted per employee	n.	0.7	0.8	1.0	0.8	0.7

Average number of training hours per employee by gender	UoM	2024	2023
Total	n.	18.5	15.8
Male		19.6	16.6
Female		16.9	14.6
Other		36.0	-
Not reported		8.8	-

For more information on training hours refer to the 'Other ESG information' section.

HEALTH AND SAFETY

Workers in plants covered by the health and safety management system	UoM	2024
Total number of workers, of which:	Number	2,919
Employees		*1,961*
Workers in the value chain		*958*
Workers covered by the company health and safety management system, of which:		2,919
Employees		*1,961*
Workers in the value chain		*958*
% of workers covered by the health and safety management system, of which:	%	100%
Employees		*100%*
Workers in the value chain		*100%*

Employees in the undertaking's own workforce	UoM	2024
Number of deaths that occurred during the reporting year, of which:	Number	-
work-related injuries		-
work-related ill health		-

Non-employees in the undertaking's own workforce	UoM	2024
Number of deaths that occurred during the reporting year, of which:	Number	-
work-related injuries		-
work-related ill health		-

Workers in the value chain[1]	UoM	2024
Number of deaths that occurred during the reporting year, of which:	Number	-
work-related injuries		-
work-related ill health		-

(1) Data refers to value chain workers (contractors) at the Group's manufacturing sites.

The tables below refer to recordable work-related accidents which include the number of fatalities, permanent disabilities due to injuries, lost-time incidents ('LTI': injuries that result in the injured person being unable to work for one or more days), restricted work incidents ('RWI': injuries where the injured person is able to perform only restricted work for one or more days after the incident) and medical treatment incidents (MTI: incidents where the injured person receives medical treatment provided by a licensed health professional).

Recordable work-related accidents for employees in the undertaking's own workforce[1]	UoM	2024
Number of accidents	Number	35
Total number of hours worked		6,507,806
Rate of recordable work-related accidents	n.	5.38

(1) Data related to non-employees are not available for 2024. The RWI and MTI data were estimated based on internal tracking and consolidation systems.

Number of employees' days lost[1]	UoM	2024
Total number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health	Number	1,296
Days lost to work-related injuries and fatalities from work-related accidents		1,296
Days lost to work-related injuries and fatalities from work-related ill health		-

(1) Data related to non-employees are not available for 2024.

Recordable work-related accidents for value chain workers[1]	UoM	2024
Number of accidents for value chain workers	Number	10
Total number of hours worked		1,510,332
Rate of recordable work-related accidents	n.	6.62

(1) Data refers to value chain workers (contractors) at the Group's manufacturing sites with the exception of the Courvoisier plant as they are not available for 2024. The RWI and MTI data were estimated based on internal tracking and consolidation systems.

Number of value chain workers' days lost[1]	UoM	2024
Total number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health	Number	225
Days lost to work-related injuries and fatalities from work-related accidents		225
Days lost to work-related injuries and fatalities from work-related ill health		-

(1) Data refers to value chain workers (contractors) at the Group's manufacturing sites with the exception of the Courvoisier plant as they are not available for 2024.

Number of recordable work-related ill health[1]	UoM	2024
Total number of cases of recordable work-related ill health	Number	-
Employees		-
Workers in the value chain		-

(1) Data related to non-employees are not available for 2024.

For more information on the Severity Index and on Health and Safety certifications, refer to the 'Other ESG information' section.

REMUNERATION METRICS

According to ESRS disclosure standards, the male-female pay gap is defined as the difference between average gross hourly earnings of male paid employees and of female paid employees expressed as a percentage of average gross hourly earnings of male paid employees. Data are calculated from values in euros, which are converted using the December exchange rate. Campari Group discloses this information in the tables below, for the key countries in terms of number of employees.

Gender pay gap[1]	UoM	2024		2023	
		Male	Female	Male	Female
Employees' gross hourly pay level	€	**34.5**	**36.8**	**32.6**	**34.2**
Senior management and above		108.9	113.6	102.7	108.4
Management		63.7	60.1	62.5	57.5
Senior professional		51.3	45.9	45.0	44.1
Professional		28.2	28.1	25.1	25.6
Specialist/generic staff		18.5	19.7	16.5	18.2
Production operators		10.0	8.9	12.2	9.9
Gender pay gap	%		**-6.8%**		**-5.1%**

(1) Within the scope of consolidation, Korea was integrated in January 2025 and thus excluded from this reporting, while New Zealand, Martinique and Courvoisier legal entities were outside Group's processes in 2024 and will be harmonized in the next performance and merit review cycles. For this calculation, the denominator did not include expatriates, as their remuneration package is based on a home-country approach and they cannot, therefore, be considered in the position that is effectively covered.

The Group also reports the adjusted pay gap which accounts for other factors (i.e., level of experience, job content and responsibility, performance and geography) affecting pay. The data on the adjusted pay gap by country is calculated using the median instead of the mean, ensuring consistency with the metrics utilized for certification calculated through the Syndio tool. Furthermore, calculations are performed using the respective local currencies before the tool converts them into euros. For more information on gender pay gap, the adjusted gender pay gap and the ratio between Annual Base Gross Salary of employees and the local minimum wage refer to the 'Other ESG information' section.

In the table below the annual total remuneration rate is calculated as the ratio of the annual total remuneration for the organisation's highest-paid individual to the median annual total remuneration for all employees at end of the year (excluding the highest-paid individual). Remuneration is calculated considering the base salary, the short- medium- long-term incentives and allowances. The index for 2024 is referred to Paolo Marchesini, CFOO and Co-CEO from 18 September 2024 and for 2023 to the CEO Robert Kunze-Concewitz.

Comparison of remunerations	UoM	2024	2023
Annual total remuneration of the highest paid individual	€	5,793,752[1]	3,182,662
Median annual total remuneration for all employees (excluding the highest-paid individual)	€	53,046	50,715
Annual total remuneration ratio	**n.**	**109.2**	**62.8**

(1) The total annual remuneration for CFOO in 2024 included €2.5 million as last mile incentive with retention purposes corresponded to the fair value of the PSUs granted under the LMI scheme approved at the 2024 Annual General Meeting, which were unavailable and therefore not paid as of 31 December 2024. Pro-forma ratio excluding LMI scheme was **61.6**.

The CEO internal pay ratio, calculated in line with Article 2:135b subsection 3 of the Dutch Civil Code and Best Practice Provision 3.4.1 DCGC at 31 December 2024 and equivalent to 65.7 times related to total compensations accrued for CEO role 2024, is disclosed in the 'Remuneration report' included in the 'Governance' section in this Annual report to which reference is made.

ESRS S2 WORKERS IN THE VALUE CHAIN

STRATEGY, POLICIES AND ACTIONS RELATED TO WORKERS IN THE VALUE CHAIN

Campari Group recognised that sustainable business practices essentially entail taking full responsibility for the well-being of workers along the value chain and has aligned its operational objectives to follow strict ethical criteria and respect for human rights. Such responsibility means taking into consideration not only the short-term, but also long-term impacts of its activities on workers' livelihoods and their working conditions.

The Group is committed to maintaining a workplace in which safety, fair remuneration, and employment security are part of the workplace atmosphere. It is constantly revising its strategies with a view to reducing negative impacts which might arise from this operation. By placing the welfare of workers in the value chain at the forefront, its policy and commitment are toward responsible sourcing and sustainability in business. This will not only ensure the Group operates within ethical practices along its value chain, but it will heighten the resiliency and integrity of its supply chain while reinforcing the sustainability of the overall business.

Although Campari Group does not have a formalized process for the direct engagement of workers in its value chain, the Group is committed to understand and address issues and concerns from workers in its supply chain. It will continue to focus on the development and implementation of initiatives that would improve in its supply chain management strategy within the next two years.

Campari Group has strategically aligned its sustainability objectives to address material risks and opportunities, placing a strong emphasis on worker welfare and human rights within its operational framework and incorporating them into its procedures. In fact, Campari Group has implemented a range of key policies designed to prevent, mitigate and address actual and potential impacts, including both risks and opportunities within its operations and supply chain. These policies, combined, provide a solid framework and aim to uphold high ethical standards, promote sustainability, and ensure the protection of human rights. The values and lines of conduct that inspire the activities are set out in the Group's main activities, policies and codes of conduct, detailed below:

- RISK ASSESSMENT AND MITIGATION
  Campari Group conducts assessments of its labor risks and subsequently incorporates the insights gained into its procurement strategy.

- SUPPLIER CODE OF CONDUCT
  Campari Group provides stringent labor standards along its entire supply chain. It employs tools, such as the Supplier Ethical Data Exchange ('SEDEX') platform, to assess and evaluate risks and monitor compliance, ensuring that all suppliers aligned and comply to Campari Group's standards and values.

- CODE OF ETHICS AND HUMAN RIGHTS POLICY
  The Code of Ethics reaffirms the principles of fairness, loyalty and professional integrity that form the basis of the work and behavior of those operating in the Group. It applies and sets out expectations for employees, suppliers, contractors, and other stakeholders, on general areas of conduct such as the avoidance of conflicts of interest, protection of confidential information and fostering of human rights. For more information on the Code of Ethics, please refer to 'ESRS G1 Business conduct' in the 'Governance information section'.

- QHSE (QUALITY, HEALTH, SAFETY, AND ENVIRONMENT) POLICY
  The Policy governs and protects the environment, health, safety and well-being of its employees, consumers and all workers in its supply chain. It emphasizes the commitment to environmental protection

and the to maintaining rigorous standards concerning the quality of products and food safety.

- GLOBAL PROCUREMENT POLICY
  This Policy sets guidelines for managing relationships with suppliers, and establishes standards regarding collaboration, clear communication and accountability. It sets up standards for ethical practices in procurement, encouraging transparency, long-term responsibility and ethical practices towards supplier. The Policy has been issued in 2021, under the responsibility of the Global Procurement function (for more detailed information, refer to the 'Campari Group's Value Chain' paragraph in the 'General information' section).

The above policies apply to all value chain workers.

The operations and sourcing strategies of Campari Group, especially within the agricultural sector, depend on the welfare of the value chain workers who may encounter various challenges related to labor rights, health, safety, and fair compensation. Some of the critical topics include:

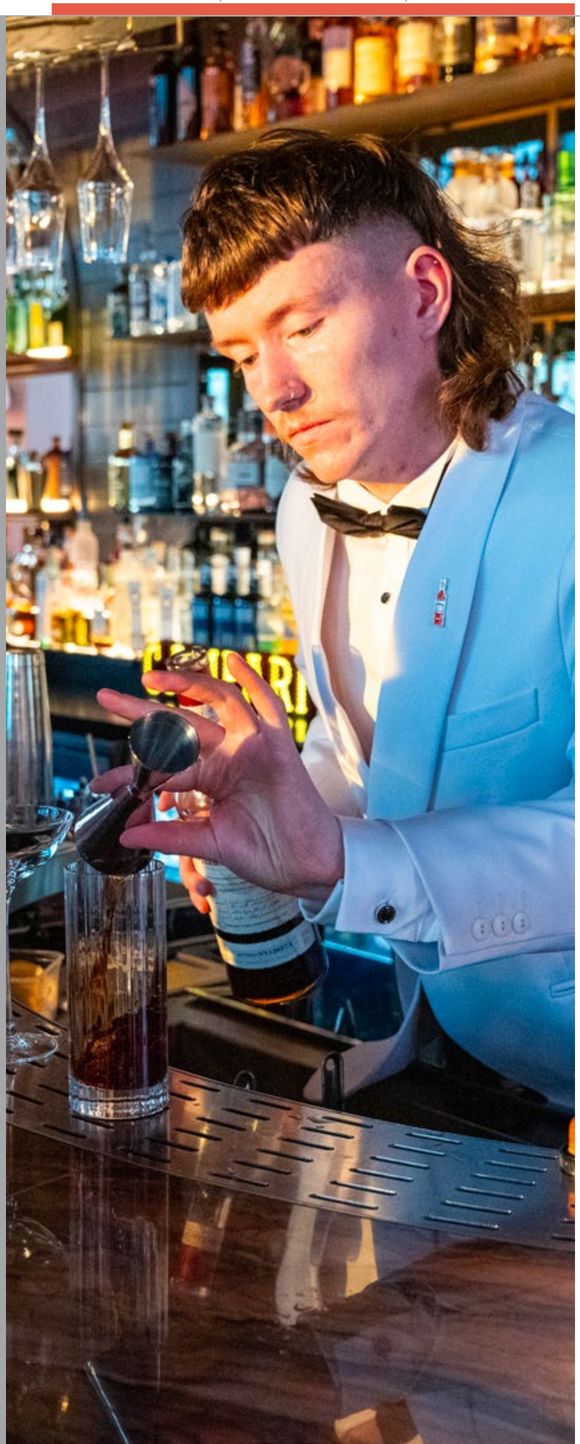
- **Compliance and reputational risks**: non-compliance to international labor standards may lead to reputational damage and potential regulatory penalties.
- **Operational risks**: disruptions or shortages in the labor force due to unsafe or unjust working conditions may cause limitations in the supply chain.
- **Legal risks**: violations of labor laws may expose Campari Group to legal actions.

On the other hand, the dependence on value chain workers presents significant advantages for Campari Group to improve the resilience of its supply chain, enhance its reputation as a socially responsible entity and build long-lasting relationships that aim to promote sustainable business practices.

To identify the workers more vulnerable to exploitation or harm along its supply chain, Campari Group applies an extensive risk assessment, managed by the Procurement function. This methodology is based on a combined risk score from the SEDEX Self-Assessment Questionnaire, which considers multiple factors including:

- **Site characteristics**: to assess the age distribution of workers, as well as the share of women and migrant workers employed.
- **Country-specific risks**: to assess the socio-economic conditions and regulatory framework in countries where suppliers are based — with a particular focus on labour laws and political stability.
- **Sector vulnerabilities**: certain industries, like agriculture, are more prone to certain issues, such as child labor or forced labor, are therefore assessed as a high-risk sector.
- **Activity risk**: the specific tasks that workers perform are analyzed to identify those who are engaged in physically demanding or isolated roles and thus are facing greater risks to their health and safety.

Combining these different elements allows Campari Group to identify workers that might be at higher risk within its supply chain, enabling more targeted interventions and implementation of safeguards. The assessment is an ongoing process, and the validity period varies based on the completion percentage of the SAQ. It can be valid for one to two years.



In South and Central American countries such as Brazil, Argentina, Mexico, and Jamaica, the alcohol, sugar, and agave industries face a considerable high systemic risk (country risk) related to labor abuses, such as child labor and forced labor. These issues may apply also for the packaging production industry across these regions, where regulations are weaker and poverty rates are high. Several factors contribute to these risks, along with a widespread poverty, limited quality education and weak labor protection. Campari Group is aware of these risks and has defined specific human rights standards in its Supplier Code of Conduct as necessary requirements to be considered a Campari Group supplier. The specific actions implemented to ensure suppliers' compliance with these standards are described in the following paragraphs.

The Supplier Code of Conduct underlines the commitment of the Group to carry out its business in a responsible, ethical and sustainable manner including respect for human rights, legal compliance, ethical conduct and environmental standards. This is further clarified with specific principles: no forced or child labor, fair working conditions, and environmental sustainability are all part of the commitment that suppliers conduct activities in a socially and environmentally responsible manner.
Campari Group has designed a monitoring process regarding human rights as a key material issue within its supply chain. Through this process, the Group can request relevant information from suppliers to assess and verify their compliance with the mentioned Code. The Procurement function which encompasses the Sustainable Procurement team and supports all procurement teams across the Group's geographies, undertakes a risk assessment of all suppliers to evaluate their capacity to meet the requirements set by the Code. Suppliers judged to be at higher risk of non-compliance, will be required to undergo an independent third-party audit to verify compliance. For those instances where the risk of non-compliance is high, suppliers should comply with the standards in the Code. If remediation is required, Campari Group would request that the supplier provide a corrective action plan with clearly outlined steps and timelines that are required to remedy the situation. In the absence of such demonstrations of compliance, commitment or remedial by the suppliers themselves, the Group reserves the right to terminate the business relationship to safeguard its supply chain and business integrity.
Furthermore, the Group is developing a monitoring process on other material issues related to sustainability.

The Supplier Code of Conduct shall be applied to and signed by all suppliers along upstream and downstream value chain of Campari Group, ensuring that value chain workers are not only aware of these processes but also trust them. To ensure this, Campari has a whistleblowing policy in place, including specific protections against retaliation for individuals who use these mechanisms (for more information on whistleblowing policy refer to 'Strategy, Policies and Actions related to the Workers in the value chain' in the 'ESRS S2 Workers in the value chain' section). This concerns both product-related ('PR') and non-product-related ('NPR') suppliers of goods and services from all regions where the Group operates, including EMEA (Europe, Middle East, and Africa), APAC (Asia-Pacific) and AMES (Americas).
Campari Group's Head of Global Supply Chain oversees the Supplier Code, with the Head of Global Procurement responsible for ensuring its effective implementation. The key internal stakeholders, including the Corporate Sustainability, Procurement and Compliance teams, played an active role in developing the Supplier Code. The engagement of those parties has ensured that the Code reflects Campari Group's commitment to sustainable and ethical sourcing and integrate practical procurement standards and industry best practices. External stakeholders, i.e., users of the Sustainability statement, such as subject matter experts, were also involved in the sustainable procurement process. The Supplier Code has been sent to suppliers in multiple languages to support effective implementation and is also available on the corporate website, ensuring accessibility for all stakeholders and all intended users.

The Supplier Code of Conduct outlines and manages material aspects related to procurement activities toward workers through value chains. This policy articulates expectations for ethical behavior, labor practices, and environmental stewardship to ensure that all workers-whether employed directly by suppliers or subcontractors-are treated with respect and consistently held to high standards. The Code protects workers in the supply chain from labor exploitation and unsafe working conditions and underlines the opportunity to extend protection to fair treatment, job safety, and sustainable practices for all employees included in Campari Group operations worldwide.

Campari Group respects the basic elements of the International Labor Organization ('ILO') that are also stated in the Supplier Code of Conduct. The Group strongly supports the United Nations Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, which have been explained in depth in its Employees and Human Rights Policy and mentioned in the Supplier Code.

To ensure compliance with the UN Guiding Principles on Business and Human Rights, Campari Group has adopted the Organisation for Economic Co-operation and Development ('OECD') Guidelines, embedding a structured five-step process into its Human Rights commitments:

a) POLICIES AND MANAGEMENT SYSTEM
Campari Group updated its Supplier Code of Conduct, aligning it with the latest standards on human rights, and distributed it to suppliers for formal approval. This revised Code sets clear expectations for ethical practices and reinforces Campari Group's commitment to human rights across its supply chain.

b) IDENTIFY AND ASSESS SALIENT HUMAN RIGHTS ISSUES
To evaluate human rights risks, suppliers are required to register on the SEDEX platform and complete a Self-Assessment Questionnaire ('SAQ'). This SAQ generates a risk score based on key indicators, including labor practices, safety measures, and country-specific risks, enabling Campari to identify suppliers with higher human rights vulnerabilities.

c) CEASE, PREVENT AND MITIGATE ADVERSE IMPACTS
Suppliers identified as high-risk must undergo a SMETA (SEDEX Members Ethical

Trade Audit) to provide a detailed view of their compliance. For any critical or major non-compliances in human rights practices, suppliers are required to develop a corrective action plan to address these issues promptly and thoroughly.

d) TRACK IMPLEMENTATION AND RESULTS
Campari Group conducts follow-up audits and closely monitors each action plan to assess progress (the next is scheduled for 2025). This ongoing tracking ensures that suppliers not only implement required changes but also maintain standards, allowing for timely remediation of any ongoing or emerging human rights issues.

e) EXTERNAL COMMUNICATION
Campari Group maintains transparency by publicly communicating its human rights efforts through CSRD (Corporate Sustainability Reporting Directive) disclosures.

Moreover, Campari Group supports the United Nations Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. The Group is also a member of UN Global Compact, committing to embrace, support and enact, within its sphere of influence, a set of core values in the areas of human rights, labor standards, the environment and anti-corruption, the Ten Principles. The UN Global Compact's Ten Principles in the areas of human rights, labor, the environment and anti-corruption enjoy universal consensus and are derived from:

- the Universal Declaration of Human Rights;
- the International Labor Organization's Declaration on Fundamental Principles and Rights at Work;
- the Rio Declaration on Environment and Development;
- the United Nations Convention Against Corruption.

Campari Group directly addresses critical issues such as forced and child labor within its Supplier Code of Conduct. Campari Group will not engage with suppliers and/or employment agencies that support the use of forced or compulsory labor, such as prison labor, debt bondage, trafficking, serfdom, coercion of any employee through any means. Suppliers shall hire workers only by legitimate means and must have policies and systems in place to ensure that their products and materials comply, wherever they operate, with applicable laws relating to slavery and human trafficking. Furthermore, Campari Group does not tolerate the use of child labor, and any contracts with suppliers who encourage or employ children in any form of child labor will immediately be terminated.

The Campari Group Employees' and Human Rights Policy defines the minimum age of employment, based on the definition of the ILO, and brings its approach in line with relevant ILO standards regarding working hours and public holidays. Following the United Nations Guiding Principles on Business and Human Rights, Campari Group is committed to providing grievance mechanisms that will be legitimate, accessible, predictable, equitable, transparent, rights-compatible, and based on engagement in dialogue. This is why Campari Group provides an external whistleblowing service in various languages and reachable via phone, e-mail, fax or online platform ensuring the highest confidentiality of the reporting. During 2024 no incidents of whistleblowing were reported.

In terms of actions, Campari Group has established a dedicated Sustainable Procurement team responsible for the implementation of ethical procurement practices, as laid down in the Supplier Code. The team works closely with regional procurement teams to ensure the compliance of the activities with the Supplier Code of Conduct and related policies. Also, the company enlisted the support of external consulting to help develop its strategy and process design to ensure that approaches were based on expert knowledge and best practices.

The procurement team, especially the buyers and the representatives from Sustainable Procurement, plays an important role in managing the impacts generated by the Group. They work with the suppliers to identify areas for improvement and commonly outline corrective actions to mitigate negative impacts and enhance positive outcomes.

To further develop its commitment to protecting the rights of workers along its value chain Campari Group introduced the Human Rights Due Diligence process in 2024. Led by the Sustainable Procurement team, attention was placed on engaging regional buyers and operational teams within Campari Group. This would enable proactive identification of potential risks in human rights compliance and proactively work at mitigating those risks to ensure that ethical standards are maintained through the value chain.

Listed below are some key activities that took place during 2024:

RISK ASSESSMENT AND PRIORITISATION
On an ongoing basis, the Campari Group's Sustainable Procurement and Human Rights teams conducted risk assessments to outline potential and existing risks to workers in the supply chain with the purpose of prioritizing suppliers by evaluating ethical and labor standards to identify any potential risk areas where compliance might not be adequate, to be completed by 2027. Using tools like the SEDEX platform and SAQ, it has been possible to analyze country-specific, sector-specific, and demographic-specific data in order to identify hotspots. Other risks involving child labor, forced labor, poor working conditions, or wage-related issues are prioritized according to their severity and likelihood. No remediation plan was required to be implemented in 2024. The next risk assessment is scheduled for 2025. Once the assessment is complete, specific action plans will be developed and tailored if needed, to address any identified risks, ensuring that corrective measures are appropriately aligned with the findings.

SUPPLIER AUDITS AND SITE ASSESSMENT
High-risk suppliers are selected for on-site audits, such as SMETA (SEDEX Members Ethical Trade Audit) audits, to further evaluate the working conditions and potential impacts on workers. These audits involve physical inspections, document reviews and interviews with workers to achieve a full understanding of the local working environment. This enables Campari Group to identify all cases of non-compliance with labor standards or areas where potential improvements might be made. In the first half of 2024 Campari Group defined a baseline for all suppliers, that prioritise those with significant spend associated, to optimize resources and concentrate efforts in the most impactful areas.

SEDEX REGISTRATION AND SAQ COMPLETION

Suppliers have been required to register on SEDEX and complete the SAQ, which provides risk scoring based on ethical and labor practices.

In cases where material impact and/or risks will be identified, whether through DMA, SEDEX risk scores, audits, or direct reports, Campari Group will engage with the supplier in creating a corrective action plan. The corrective action plan will have to detail the exact violations or risks, stating clearly the objectives of the improvement, and defining timelines for delivering the required changes. Campari Group will conduct follow-up audits to ensure that corrective actions are thoroughly implemented and effective in addressing the identified issues. For instance, if non-compliance with labour standards is found, corrective actions may involve adjusting wages, improving safety protocols, or establishing fair working hours.
Such corrective measures are scheduled to start in 2025.

Looking forward, Campari Group is committed to the following ambitious plans that will further reinforce human rights within its supply chain, for which it hasn't yet identified a specific time horizon under which key actions must be completed:

AUDITING HIGH-RISK SUPPLIERS

Suppliers classified as high-risk will go through audits with the intention of deepening their working conditions, such as child labor, forced labor, and unsafe working conditions and business practices. Expected to be completed by the first half of 2027.

CORRECTIVE ACTION PLANS

Customized action plans will be developed for non-compliant suppliers, with the intention of offering remedies for the issues and implementing changes to ensure compliance to sustainability standards. Expected to be completed by the first half of 2027. This plan outlines specific steps to be taken by the supplier in order to address and remedy to the issue, with specific deadlines and clearly given responsibilities. For example, poor working conditions could be dealt with in an action plan whereby facilities would be improved, safety equipment provided, or revision of work schedules to reduce burdens on employees.

PROGRESS MONITORING

To ensure that corrective measures are being implemented correctly, Campari Group continuously monitors the progress and performs follow-up audits when necessary. Such follow-up audits help confirm that improvements have been made, as well as prove that the supplier remains committed to upholding improved labor standards. Follow-up audits shall be conducted to see improvement achieved and monitor suppliers' progress.

TRAINING AND CAPACITY BUILDING

Campari Group is working with suppliers to raise their awareness of human rights issues and to improve labor practices along the supply chain.

Campari Group aims to achieve human rights compliance within the supply chain for its first-tier product-related suppliers which account for 95% of total spending by 2028, thus ensuring their respect and uphold basic human rights standards. The commitment also extends to a 60% compliance rate for

non-product-related suppliers by the same period. With this proactive approach, Campari Group underlines the commitment to make the supply chain responsible and ethical, with the well-being of workers at every level taken into consideration. This action focuses on the complete upstream and downstream value chain of Campari Group, specifically Tier 1 suppliers of PR and NPR areas for all regions where the company operates: EMEA, APAC, and AMES who may be materially impacted by the Group business operations.
The consistent and progressive involvement of lower-tier suppliers is the path taken towards better identification, assessment, and mitigation of risks at all levels, and through this approach, ensuring a resilient, transparent, and sustainable supply chain for the years to come. This integrated approach supports Campari Group's commitment to responsible sourcing, ethical practices and long-term business growth.

Starting from 2025, the action plans will be funded through the allocation of a relevant portion of the Procurement budget. This ensures the necessary resources for effective implementation of the plan, which also could include site-specific audits to monitoring the compliance of suppliers and corrective actions tracking. In this context, the company secures commitment to a continuous improvement across its supplier relations and operations.
Moreover, Campari Group, in line with the commitments and to strength the importance of the respect of its policies, has been implementing a series of key initiatives related to responsible business behavior:

a) SEDEX (SUPPLIER ETHICAL DATA EXCHANGE)
By requiring suppliers to use SEDEX, Campari Group strengthens supply chain oversight, ensuring accountability and shared commitment to sustainability.

b) UN GLOBAL COMPACT
Campari Group supports the UN Global Compact, agreeing to operate its businesses in line with the guiding principles for human rights, labor standards, environmental sustainability, and anti-corruption.

c) CDP CORPORATE DISCLOSURE PROJECT
Campari Group reported publicly on its climate-related progress. Through this questionnaire the Group discloses its climate-related data, strategy, targets and projects aimed at managing and mitigating climate change aspects. Investors and companies use the CDP to make informed decisions, to reward companies that demonstrate leadership and to lead collective climate action.

Campari Group has allocated specific financial resources to support its sustainable procurement practices and human rights initiatives at global level. Part of the expenses are related to the SEDEX annual membership, being SEDEX a leading platform that provides access to sustainability-related data, risk assessments, and insights into supplier practices. This membership enables Campari Group to better assess supplier compliance and strengthen ethical standards throughout its supply chain. In addition to this, Campari Group invested in external consulting services to fine-tune its sustainability strategy, ensuring it aligns with industry best practices and continues to drive responsible sourcing and operational efficiency. These investments are essential for the effective implementation of the Supplier Code of Conduct, allowing the Group to put in place its commitments to sustainability and human rights, and they are a targeted allocation within the procurement and sustainability budgets of the Group.

In the future (short and medium term) and according to the identified need, financial resources will be dedicated to supporting audits for suppliers, as part of the Human Rights Due Diligence program that will enable the Campari Group to verify the compliance of suppliers with the standards on human rights and to adopt opportune corrective measures. Resources will also be invested in the development of other material issues, including the development or procurement of new tools, the enhancement of internal processes, and, where required, the addition of headcount to the procurement team to ensure such responsibilities are properly resourced. The quantification of financial resources to be allocated is still in progress.

Campari Group adopts strict criteria for the selection of suppliers, prioritizing ethical labor practices and the respect of human rights. The Group undertakes an overall assessment of potential suppliers by analyzing their labor policies and historical compliance with relevant law and regulations.

Campari Group aims to implement fair-pricing policies that enable suppliers to conform to ethical standards of labour while maintaining economic viability. This includes avoiding conduct that might pressurize suppliers into reducing prices in any way that is likely to compromise labor conditions or result in exploitative practices.

The Group fosters transparency by maintaining clear communication with its suppliers and stakeholders about its supply chain practices and ensures that workers understand their rights and conditions of employment.

Currently, Campari Group does not have a separate policy dedicated exclusively to the fair treatment of suppliers, but it periodically conducts training with its Procurement team to underline the ethical approach in making decisions. This helps employees understand the possible impacts of their actions on value chain workers and promote responsible conduct across suppliers' relationships.

Based on the information gathered during the management of the value chain as described above, no severe human rights issues or incidents related to Campari Group's value chain were reported in 2024.

IMPACTS, RISKS AND OPPORTUNITIES RELATED TO WORKERS IN THE VALUE CHAIN

Campari Group intends to further explore the relationship between its business decisions and assess their implications for workers' welfare within its value chain, specifically those related to workers' rights and well-being. In-depth analysis includes strategic decisions regarding workers' rights and welfare in terms of sourcing practices, methods of production, and procurement strategies. Relying on value chain workers introduces a range of ethical, reputational, operational, and legal risks within the supply chain. Non-compliance with international labor standards can lead to supply disruptions, potential fines, and damage to brand reputation.

To mitigate these challenges, the Group can establish oversight mechanisms, conduct regular supplier audits to ensure adherence to international labor standards, and partner with local organizations and Non-Governmental Organization ('NGOs') to work collaboratively to improve working conditions, promote fair wages, and eradicate exploitative practices. Reliance on value chain workers presents an opportunity to enhance fair labor practices and worker well-being, while building a more resilient and transparent supply chain, ultimately contributing to sustainable long-term growth.

Risks and opportunities are particularly pertinent to specific groups of value chain workers, especially those localized in the alcohol, sugar, and agave industries in South and Central America (Brazil, Argentina, Mexico, Jamaica), as well as within packaging production across these regions. The labor-intensive nature of cultivation and harvesting, combined with seasonal demand spikes, weaker regulations and high poverty rates can result in practices that expose vulnerable individuals-such as young workers, women, and migrants - to harsh or hazardous conditions. These workers may face exploitative contracts, limited freedom of movement, and inadequate wages.

The result of the processes to identify and assess material impacts, risks and opportunities in workers in the value chain for the reporting period 2024 was summarized below.

Relevant sub-sub-topic	Impacts	Risks	Opportunities
Health and safety	Negative externalities on workers in the value chain due to accidents (negative)	-	-
Privacy	Safeguard of data for all stakeholders (workers in the value chain such as suppliers and distributors) (negative)	-	-

SAFEGUARD OF DATA FOR ALL STAKEHOLDERS (WORKERS IN THE VALUE CHAIN SUCH AS SUPPLIERS AND DISTRIBUTORS)

The correct management of third parties is essential for maintaining robust cyber security measures and ensuring compliance with data privacy regulations. The Group has established stringent protocols for vetting and monitoring third-party suppliers to ensure that they adhere to the same high standards of data protection and cyber security as the Group itself. This includes conducting assessments before engaging with any third party and monitoring of their security practices. By implementing these measures, the Group aims to mitigate risks associated with third-party relationships and safeguard its IT infrastructure and sensitive data.

NEGATIVE EXTERNALITIES ON WORKERS IN THE VALUE CHAIN DUE TO ACCIDENTS

Through the DMA process, human rights risks were assessed. However, this does not exclude the need for the Group to further develop a broader process to verify its entire value chain in relation to these aspects, ensuring a more comprehensive approach.

Workers within Campari Group's value chain who could be materially impacted by its operations include those employed by both Product-Related suppliers, PR suppliers (such as raw ingredient providers, glass manufacturers, packaging suppliers, etc.) and Non-Product-Related suppliers, NPR suppliers (including service providers, marketing agencies, logistics companies, etc.). These workers can be classified into the following categories:

- **workers on Campari Group sites**, not directly employed by the company but engaged through third-party contracts or partnerships-such as outsourcing or casual labor;

- workers employed by entities **within Campari Group's upstream value chain**, which include suppliers and manufacturers providing raw materials and components;
- workers employed by entities **within Campari Group's downstream value chain**, including those involved in distribution, retail, and marketing of its products.

Within these groups, some categories of workers may particularly be vulnerable to negative impacts generated by the Group's own operations. These include, amongst others, migrant workers, women and young workers who may be more vulnerable to labor condition issues, job security and adequate wages. Migrant workers, for example, often lack legal protections and face language barriers, making them susceptible to exploitation and poor conditions. Women may experience gender-based discrimination, unequal pay, and balancing work with caregiving responsibilities. Young workers, with less experience and bargaining power, are more likely to accept low wages and insecure jobs. These factors increase their vulnerability to negative impacts from operations within the value chain.
Health and safety of workers in PR suppliers, such as raw ingredient providers and glass manufacturers, could be at risk due to exposure to hazardous materials, chemicals, and machinery. Labor conditions for workers in PR and NPR suppliers, including service providers and logistics companies, might be challenging, with long hours, low wages, and lack of job security. Additionally, the environmental impact of Campari Group's operations, such as waste management and emissions, could affect the health and well-being of workers in the value chain. Economic pressure from changes in demand or supply chain disruptions could lead to job losses or reduced income for workers. Finally, the social impact of Campari Group's operations, including community involvement and support for local communities, could affect the livelihoods of workers in the value chain.

To providing remedy to these negative impacts, the Group is constantly working with its suppliers to establish and implement corrective action plans: improving working conditions, reviewing wage policies, and enhancing health and safety conditions. To make sure these corrective actions result in real improvements, Campari Group conducts follow-up assessments through audits and maintains ongoing communication with the representatives of the workers and the management teams of the suppliers themselves.

Campari Group is committed to taking action against malpractice and misconduct, promoting an open and transparent culture in which workers and contractors feel free to communicate to the appropriate structures any suspicions or concerns. In doing this the Group are committed to providing grievance mechanisms that are legitimate, accessible, predictable, equitable, transparent, rights-compatible, and based on engagement and dialogue. To this end, Campari Group provides an external whistleblowing service available in several languages and reachable via phone, email, fax or online platform ensuring the absolute confidentiality. As also explained in the dedicated section of the Supplier Code of Conduct, anyone witnessing safety, legal or ethical issues in violation of the Code is responsible for speaking up through this service.
Campari Group has systematically documented all issues reported from workers through the grievance mechanism to ensure recording, categorization, and monitoring of each case from its reception date to its closure. While doing so, the process aims at the relevant stakeholders' involvement to be transparent and accountable, considering the workers' needs in performing such alignment.
The whistleblowing service called 'Campari Safe Line' is available to Camparistas, suppliers, customers, and anyone interacting with Campari Group, when they become aware of illegal activities within the organization. Reports can be filed in several languages:

by telephone or by fax (country number + 22672), by e-mail (camparisafeline@ex-polink.co.uk), by post (Expolink Europe Ltd. 1 1 Greenways Business Park Bellinger Close, Chippenham, Wilts SN15 1BN), or online (www.expolink.co.uk/campari). All such reports must be treated as confidential and addressed to the Chairman of the Board of Directors and Head of Internal Audits.
Whistleblowers are assured the fullest protection against any form of retaliation or discrimination, whether direct or indirect, arising from a decision to report an issue (or more information refer to 'Governance and policies related to Business conduct' in the 'ESRS G1 Business contact' section and 'Policies and Actions related to Own workforce' in the 'ESRS S1 Own workforce' section).

As mentioned above, the Group has a grievance mechanism in place, NAVEX, that enables value chain workers to raise grievances or communicate other needs. NAVEX is a third-party grievance mechanism accessible to all workers. In situations where workers prefer to place an anonymous report in confidence, the information they provide will be sent to NAVEX by EthicsPoint on a totally confidential and anonymous basis.

Suppliers' representatives are notified of this channel through the Supplier Code, which has been made available extensively. Suppliers are not allowed to undertake practices that may impair or otherwise limit access to the grievance procedure, and retaliatory and discriminatory practices towards anybody raising complaints, submitting reports, or participating in an investigation are strictly forbidden. However, no direct communication about the grievance mechanism has been provided to value chain workers and there is currently no requirement for suppliers to establish similar grievance channels within their workplaces. This represents an area for improvement: the more a grievance channel is made transparent and accessible for workers at different levels within a supply chain, the stronger accountability and responsiveness will be.

METRICS AND TARGETS RELATED TO WORKERS IN THE VALUE CHAIN

Campari Group periodically reviews the outcomes of all its activities through a combination of SMETA (Sedex Members Ethical Trade Audit) audits and direct dialogue with its suppliers. Furthermore, the Group has developed a specific tracking tool for buyers, which that enables procurement teams to monitor and review progress on a regular basis against pre-set targets and to report transparently and responsibly.

Campari Group aims for 95% spend-wise compliance with the Supplier Code of Conduct and eradicating incidents of labour violations within the supply chain for Tier 1 PR suppliers by 2028, and 60% of Tier 1 NPR suppliers. As of the end of 2024, the Group is fully aligned with its internal roadmap aimed at achieving the 2028 target for PR suppliers; however, information on the progress towards achieving the target is currently unavailable for external disclosure.

Overall progress is monitored monthly using a comprehensive tracking system involving buyers, along with an engagement network that includes category managers and Procurement leadership teams. This system would also allow procurement teams to undertake frequent review of progress against targets set and underpin accountability with transparency in reporting. As of today, measurable outcome-oriented targets and processes have been established for the material topics of Human Rights and Carbon (for Carbon, see Scope 3 in the Environment chapter). Other key material topics are scheduled to be addressed in 2025, ensuring a comprehensive approach to sustainability and corporate responsibility.

Targets were developed through an iterative consultation process, including regional teams and global Procurement and Sustainability teams to align all the regions and functions. It resulted in a comprehensive set of targets that incorporate both global standards and regional priorities.

All Campari Group's suppliers are required to comply with the standards established in the Supplier Code of Conduct. This ensures that all suppliers align to ethical practices, sustainability, and social responsibility. The percentage of spend serves as the primary metric for evaluating compliance with the Group procurement standards. The scope of the target includes upstream and downstream activities for all geographies. Suppliers are also categorized by waves to cover the full scope of the portfolio. The baseline year for measuring progress is set as 2024. The baseline value is 20% of spend on both PR and NPR suppliers. Targets are set to remain in effect through the 2028 reporting year, with annual milestones established to monitor progress and ensure accountability.

The Corporate Sustainability Reporting Directive and the Corporate Sustainability Due Diligence Directive ('CSDDD') provided the essential frameworks through which Campari Group aligned its sustainability targets. By integrating the principles and requirements of the above-mentioned directives within Campari Group, the Group ensures full compliance of its sustainability goals not only with evolving EU regulations but also with best practices in terms of corporate governance, transparency, and accountability. In addition to the targets defined by these regulatory frameworks, external consulting and benchmarking against industry peers were a critical step in defining these targets. This approach would enable the Group to define targets that meet not only the requirements but also the commitment to long-term sustainable growth and responsible business practices.
In terms of internal stakeholders, the targets were set in collaboration with the regional teams, functions, and global Procurement and Sustainability teams to make sure that all regions are aligned. This process allowed to identify a comprehensive set of goals that harmonize global standards with regional priorities developed.

In this process there was no direct engagement with workers in the value chain based on the Supplier Code of Conduct and the Global Procurement Policy.

The intended outcomes of this process involving value chain workers include working conditions through the provisions for safe and healthy work environments. Fair remuneration is a priority, along with job security, which implies the provision of stable employment and protection against unfair dismissal. Moreover, there is a focus on sustainable livelihoods, which relates to the promotion of responsible sourcing and practices that contribute to the economic resilience of the workers.
The definitions and methodologies for the targets will remain consistent over time to ensure stability and comparability in Campari Group's assessment and reporting. This approach is designed to facilitate a clear understanding of progress and maintain the integrity of performance metrics.
Regarding the reporting period 2024, no changes were considered to the previous established targets.

ESRS S4 CONSUMERS AND END-USERS

STRATEGY, POLICIES AND ACTIONS RELATED TO CONSUMERS AND END-USERS

Campari Group recognises that excessive or irresponsible drinking of alcohol can have negative personal, social, and health effects. As a consequence, the Group has formalized its key principles over responsible drinking leveraging on different documents that serve as the foundation of its sustainable business practices. The values and conduct guidelines that inspire the actions of every Camparista and the entire Group are outlined in the Group's primary policies and codes of conduct, as detailed below.

CODE OF ETHICS

The Code of Ethics describes the basic guiding principles of behavior for Campari employees, suppliers, and contractors and all the relevant stakeholders, but also how Campari Group interacts with consumers, including information on responsible consumption and ensuring the quality of Group products. These involve self-regulatory codes, internal proceedings on the marketing of its products, its safety, and quality, as well as stringent control through proper inspections. Campari Group established a monitoring and reporting system for the effective integration and day-to-day execution of the compliance policies and their relevant principles. The set policies and their guiding principles are subject to special audits as part of a greater process of Compliance management. The Code of Ethics applies to Campari Group's directors, auditors, employees, suppliers, consultants, contractors and business partners. The Legal and Compliance Department oversees compliance management in Campari Group at global, regional and country level. The Legal and Compliance Department, together with HR and Group Communications, develops appropriate training and communications initiatives to make compliance policies and principles part of daily operations. For more information, please refer to 'ESRS G1 Business conduct' in the 'Governance information section'.

CODE ON COMMERCIAL COMMUNICATION

The objective of the Code on Commercial Communication is to make sure that Campari Group's advertisements and promotional materials neither suggest nor portray misuse of alcohol through excessive drinking or by minors and do not link alcohol with illegal, improper, or antisocial conduct or claim health or functional benefits. It requires the presence of clear and visible Responsible Drinking Messages ('RDMs') in all commercial communications, as well as a label warning on all alcoholic products about the risks of drinking during pregnancy. Each Camparista is responsible for the compliance of all commercial communications and sponsorships in the markets with local laws, industry self-regulation standards and this Code. This encompasses all forms of brand advertising, marketing initiatives, promotional efforts, and consumer-facing communications, regardless of the medium. It includes both owned platforms and activations across online and offline channels, such as websites, social media, television, cinema, packaging, labels, print media, radio, out-of-home advertising, brand press releases, sponsorships, and more. Additionally, cocktail names and recipes fall under this scope. However, this definition does not extend to all types of commercial or corporate communications. Specifically, it excludes, among other things, independent editorial content, information disclosed in annual reports, and corporate public messaging delivered via press releases or media statements. The internal Approval Code Committee, whose decisions shall be final and binding, is composed of representatives of the Group Strategic Marketing, Group Legal&Compliance, Global Public Affairs, Communications and Sustainability functions. It secures that the activities of Campari Group are in compliance with the principles of fair business, marketing, and advertising, as outlined by the Consumer Interests section in the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. This Code on Commercial Communication is designed to guarantee that marketing and advertising by Campari Group will not encourage, depict, or condone the abuse or misuse of alcohol by consumers. All employees engaged in commercial communications, including marketing, trade marketing, and sales, and all external marketing partners, including agencies, freelancers, contractors, promoters, and ambassadors, are briefed on the Code at the outset of their engagement. They are also required to sign the Code and complete relevant training, where feasible. Guidelines on Influencer-Generated Content are shared with influencers prior to collaboration. The Code is publicly available on the Group's website and intranet and is under the responsibility and supervision of Group Strategic Marketing, Group Legal & Compliance, Global Public Affairs, Communications and Sustainability functions.

POLICY ON RESPONSIBLE CONSUMPTION OF ALCOHOLIC BEVERAGES

The Policy on Responsible Consumption of Alcoholic Beverages serves as a framework for promoting moderation in alcohol consumption and addresses the potential risks associated with alcohol abuse. These risks, which can impact health and safety, extend beyond the workplace to encompass personal and social contexts. The policy is intended for all Campari Group employees and any others acting on behalf of the Group, for the promotion of its brands and business, agents and endorsers included. Local HR supports and oversees the implementation of the Policy, ensuring that any violations are properly and promptly addressed. Alcohol abuse can have profound adverse effects on health, safety, and one's ability to function effectively in society. This policy advocates for responsible consumption and establishes behavioral guidelines to ensure that Camparistas and Group representatives not only consume alcoholic beverages responsibly and in moderation but also promote these practices in their professional and social engagements. This document is available on the Group intranet and is under the responsibility and supervision of the Global Public Affairs, Communications and Sustainability function. Local HR is responsible for ensuring clear and effective communication of this policy to all employees, with mandatory training on the policy scheduled for 2025 to be provided to staff.

GLOBAL POLICY QUALITY, FOOD SAFETY, HEALTH, SAFETY, ENVIRONMENT

A core objective of this policy is to foster and sustain consumer and customer trust in the Group's brands. To accomplish this, the policy is designed to safeguard the health and safety of the Group's consumers by ensuring the highest standards of product quality and safety. This is achieved through:

- adopting a risk-based approach to food safety, focusing on hazard identification, proactive prevention, continuous monitoring, and rigorous verification processes;
- partnering with suppliers and partners with the same level of commitment;
- continually improving processes, procedures, and systems through feedback and research.

The policy covers all operational activities of the Group, from sourcing ingredients and packaging materials to delivering finished products to the customer. This policy applies to suppliers and partners and is implemented at all locations and divisions within the Group. It was approved and issued by the Group Head of Supply Chain, and its implementation is also responsibility of the Head of Global Quality, R&D and Environmental Sustainability and the Head of Global Health and Safety. Through this policy Campari Group is committed to compliance with all applicable regulations and standards set by international food safety certification schemes such as the GFSI (Global Food Safety Initiative) certification. The policy also ensures protection of consumer interests in terms of quality and reliability of products and services provided, in accordance with the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. The Group is dedicated to adhering to industry standards and best practices by conducting benchmark analyses to ensure the highest levels of consumer health and safety, as well as product quality. The policy is crafted to meet or surpass the needs and expectations of the Group's key stakeholders— consumers. A primary objective is to cultivate and sustain consumer and customer trust in Group brands. Furthermore, the policy seeks to ensure active engagement with both internal and external stakeholders through continuous communication, fostering a deep understanding of their needs and expectations. It is effectively communicated to all employees, shared with suppliers, and made publicly accessible.

RESPONSIBLE SERVING GUIDELINES

The Guidelines aim at defining and offering bartenders ten essential recommendations for the responsible serving of alcoholic beverages. Specifically, bartenders are instructed to:

- avoid serving liquor to any person below the legal age limit;
- remind consumers the dangers of drunk driving;
- prevent and identify visible signs of alcohol abuse;
- avoid promoting intoxicating liquors among pregnant customers;
- promote moderate and responsible alcohol consumption and avoid encouraging excessive or irresponsible drinking.

These guidelines are targeted to all bartenders and mixologist to communicate a responsible drinking directly to consumers, focusing on the quality of drinks and cocktails rather than the quantity being consumed, and its responsibility lies with the Channel and Customer Marketing function ('CCM'). These are guidelines that shall empower the bartender and mixologist with the tools to ensure responsible consumption, focusing on the quality of drinks and cocktails rather than the quantity being consumed. They are shared with participants in training courses at the Group's Academies, bartenders attending Group events, and participants in the online Bartender Hero awareness course and are available on the Group's website for anyone who wants to learn about responsible and quality service. These guidelines are in line with the prescriptions on responsible drinking provided by spiritsEUROPE, the European representative body for producers of spirit drinks with a membership comprising of national associations representing the sector across Europe as well as a group of leading spirits producing companies. This information is published on the https://responsibledrinking.eu/ website, which supports consumers in weighing the pros and cons of consuming alcoholic beverages. The site also offers detailed insights into the composition of spirit drinks, including ingredients, nutritional values, and more.

PRIVACY POLICY

The Group's privacy policies are designed to protect the personal information of customers, employees, and stakeholders. These policies outline how the organization collects, uses, discloses, and safeguards personal data in compliance with applicable laws and regulations. They ensure transparency by informing individuals of their rights and detailing the security measures implemented to protect their data. The policies also specify the purposes of processing personal information, the legal grounds, and any other information required by the law. It also provides contact details through which natural persons can exercise their privacy rights or raise any concerns.

For example, the privacy policy of the Group's websites informs users on how Campari Group collects, uses, shares, and processes personal data concerning its activities. It applies to all website visitors, users, and other stakeholders worldwide. The policy outlines the significance of personal data protection and elaborates on various rights that individuals have regarding their information, including access, correction, and erasure. Other supporting documents are also made available for events and contests where the Group directly captures consumer data. Additionally, there are privacy policies for job applicants and employees when they join the Group. The function within the Group that is responsible for the Policy and is accountable for its implementation is the Data Protection Officer. The policy is aligned with the principles laid out in Article 12 of the Universal Declaration of Human Rights ('UDHR'), for which it protects the consumers' right to privacy ensuring protection of personal data. The Group's policies are also designed in a manner to adhere to the standards on fair business practices, marketing, and advertising and quality and reliability of products and services of the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. During the 2024 reporting period no cases of non-compliance were recorded. The policy is made available on the corporate website, brand websites, and for participants in prize competitions and events.

The above-mentioned policies apply to all consumers, with the exception of minors and individuals below the legal drinking age, who are excluded from the definition of consumers regarding alcoholic beverages. They are set in accordance with the requirements on fair business, marketing and advertising practices as well as on the quality and reliability of the goods and services provided, as laid down with respect to Consumer Interests by the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. Additionally, they underscore the importance of abstaining from alcohol consumption during pregnancy and in situations requiring full attention and coordination, such as operating heavy machinery, participating in extreme sports or engaging in other high-risk activities. It is crucial never to imply that consuming alcohol before or while driving is acceptable. Adhering to legal limits related to drinking and driving is essential to ensure the safety of all. Promoting these responsible drinking practices is fundamental for Campari Group to protecting individual well-being and fostering community safety.

In order to pursue the relevant opportunities identified, in relation to the marketing of the Group's products, the commercial communication of alcoholic beverages must not target, primarily appeal to, reference, or depict minors, whether directly or implicitly. On all types of media (i.e., TV, radio, newspaper, magazine, out of home, social media and website), Campari Group's alcoholic brands shall only be advertised when at least 70% of the audience is reasonably expected to be adults (i.e., above the Legal Drinking Age ('LDA'). Commercial Communication shall not promote Campari Group's alcoholic brands in media where more than 30% of the audience is known or reasonably expected to be minors. A reasonable expectation shall be determined by reliable audience composition data where available. Furthermore, with regards to social media contents, when possible (i.e., paid social contents) all available technologies shall only be used to target users that are above the LDA when promoting alcoholic beverages.

Concerning the processes followed for engaging with consumers and end-users, Campari Group actively involves all key stakeholders, namely consumers and bartenders, through different channels to guarantee a continuous dialogue and exchange of views. Regarding consumers, the engagement is made through market research, customer satisfaction tests, focus groups, social media, events, and the Group's websites. The themes of the engagement involving consumers mainly concern product quality and safety, transparency of information, and responsible communication. On the other hand, bartender engagement is fostered through various initiatives, including Campari Academy courses, competitions and events, all designed to enhance quality and responsible service. Both consumer and bartender engagement involve several Group functions, including Public Affairs, Communications and Sustainability, the Quality function, Global Strategic Marketing and Marketing teams, Channel and Customer Marketing, and Sales. Feedback from these events is crucial in the development of the Group's marketing and sales strategy, making it closer to consumer expectations. These interactions are also important in raising awareness about responsible consumption and service, encouraging positive behaviors and practices among both consumers and bartenders. Moreover, multiple platforms are available for consumers to report concerns, including online contact forms, toll-free helplines, email, and dedicated customer service teams. The Group is not directly involved in projects for healthcare aimed at treating the negative effects of alcohol on individuals engaged in irresponsible consumption.

During the 2024 reporting period, the Group has defined a list of useful actions to achieve its objectives and in response to the material risk 'potential social repercussion on the company due to a lack of awareness activities'. Below are listed the actions outlined:

BARTENDER HERO

In 2022, Campari Group and the International Bartenders Association (IBA) launched Bartender Hero, an initiative aimed at engaging bartenders in promoting responsible serving practices. The project's main idea is to educate bartenders on the properties of alcohol and its effects and thereby provide them with an opportunity to advise consumers about more responsible choices of alcohol consumption. Education will enable responsible service and consumption; hence, the bartender plays an important role in encouraging consumers to be more concerned with the quality of their drinks rather than the quantity consumed. Inaugurated as a project pilot in 2019 in Italy, the project was born as a free online course available on www.bartenderhero.info, targeting bartenders and people who want to learn how to serve responsibly and offer quality service. Together with the IBA, the world's leading bartender organization, encompassing more than 50,000 members around the globe-the project expanded to go international and reached an even broader audience all over the world.

GROUP RESPONSIBLE DRINKING CAMPAIGN

At the end of 2024, Campari Group launched its first Group Responsible Drinking Campaign to educate consumers on how to enjoy alcoholic beverages responsibly, encouraging them to take their time and savor their drinks.

CAMPARI ACADEMY

The premier Group training institution for the bartending community worldwide and is focused on educating bartenders through all stages of their career. Campari Group shares with all the participants in the training programs and events its 10 Golden Rules for Responsible and Quality Serving. This guide gives bartenders ten tips for serving alcohol responsibly, enabling them to pass on the message of responsible drinking to consumers. Campari Academy supports the values of responsible and quality drinking with its courses and activities that are addressed both to bartenders and consumers. In-person and digital training courses on responsible drinking are also provided by the Academy, including a masterclass on low-ABV cocktails that teaches bartenders how to calculate the alcohol content in drinks accurately. Over the last few years, Campari Academy has grown into a global initiative, establishing a strong network of 24 physical hubs in key markets all over the world. Already operative in Italy, the United States, Spain, Brazil, United Kingdom, Greece, China, Australia, and more. Building on the success of this local network, the Academy has also launched a global digital platform to make its resources accessible to bartenders across the globe. The Global Online Platform was launched in May 2022, and its content is accessible to all the Academies. Moreover, 15 local platforms are currently available.

E-LEARNING ON THE POLICY ON RESPONSIBLE CONSUMPTION OF ALCOHOLIC BEVERAGES

The Group is developing an e-learning module on this policy that will be launched in 2025 and will be compulsory for all staff.

E-LEARNING ON THE CODE OF COMMERCIAL COMMUNICATION

A global, mandatory e-learning based on the principles of the Code of Commercial Communication is offered to all Camparistas involved in commercial communication, including new hires, to increase internal awareness on proper, fair, and responsible commercial communication.

INFORMATION TO CONSUMERS

Launched in 2021, camparigroup.info was created to provide meaningful, voluntary information to consumers online. The platform offers a huge variety of product information, multilingual and geolocated according to the user's location. It also comprises information required by the country of consumption, like nutrition declarations and ingredient lists in the EU for wines and aromatized wine products, waste and recycling information in Italy and France. Alongside product-specific information, the site offers educational materials and tips on responsible drinking and routes visitors to more sources of information about responsible drinking based on where they are in the world.

The responsible drinking information accessible on camparigroup.info includes suggestions on when it is not advisable to drink alcohol, such as:

- UNDER THE LEGAL DRINKING AGE
  To show that alcohol consumption by minors may lead to negative physical and psychological effects, and to make consumers aware of the legal drinking age in their country or state to protect the minors during their physical and emotional development;

- PREGNANCY AND BREASTFEEDING
  Warning of the risks that alcohol poses to an unborn baby and encouraging consumers to consult their doctor about their drinking if they are concerned;

- BEFORE OR WHILE DRIVING
  Advising consumers that alcohol is absorbed at different rates depending on factors such as food, age, size, or gender, and reminding them that local limits on drinking and driving should always be observed.

Over the past few years, Campari Group has increasingly used camparigroup.info on its labels to make information for informed choices easily accessible to consumers. In 2024, to further increase accessibility of this digital labelling platform, Campari Group launched a pilot project in the EU, starting to display QR codes on its products. These QR codes will lead consumers to camparigroup.info, together with the legally required information about wines and aromatized wine products. This move, in tandem with the ongoing review of product labels, represents the next step in Campari Group's commitment to ensuring that consumers have clear, full information in line with the increasingly expressed preference for digital sources.

In 2024, Campari Group made a further step forward in its journey towards greater transparency for consumers by making all the Group's products available on camparigroup.info, the Group's dedicated digital labelling platform offering relevant product information and promoting responsible consumption. In 2025, the Group will continue to strengthen its commitment to transparency by enriching its camparigroup.info platform with product and responsible consumption information. This effort aims to meet the growing consumer demand for easily accessible, personalized, and tailored information.

LOCAL INITIATIVES

Campari Group continues to promote a culture of quality and responsibility, through communications projects and actions carried out independently or in collaboration with the main trade associations. These initiatives are aimed at educating consumers on the responsible consumption of alcoholic beverages. In this regard, Campari Group strongly condemns any form of abuse or misuse of alcoholic beverages, including excessive consumption, underage drinking, drinking during pregnancy and driving under the influence of alcoholic beverages without respecting the legal limits in force. Alcoholic beverages shall be consumed in moderation and in a social and convivial setting by adults of legal drinking age, always celebrating life in a positive way. The Group is currently a member of 62

a) In Belgium, Campari Group participates in the 'You do You' campaign run by the Vinum et Spirit trade association and aimed at sensitizing young people about the risks of excessive drinking. The campaign targets youth movements, schools, and universities, encouraging young people to respect their own limits and to avoid social pressure to consume alcohol.

b) In Canada, Campari Group collaborates with MetroLinx for a drinking and driving awareness campaign, promoting responsible celebrations and offering free train rides during New Year's Eve to prevent impaired driving.

c) In Jamaica, Campari Group plays a role in minimizing alcohol-related harm in Jamaica through education, awareness, and sensitization initiatives. The 'Party Proppa: Drink Responsibly Campaign' continued in 2024 to educate consumers and emphasize the importance of drinking responsibly by engaging with various stakeholders in the spirits industry and influencers to produce a unified campaign. The Group also promoted responsible serving activities aimed at bartenders partnering with the Jamaica Union of Bartenders and Mixologist ('JUBAM').

d) In Spain, Campari Group supports the FEBE industry association's initiatives aimed at preventing alcohol consumption in risk groups such as minors, drivers and pregnant women. These initiatives include 'Minors: not a single drop', 'Night people', 'Pregnant women', and 'Alcohol and Society Foundation'. The association also promotes moderate and responsible consumption among adults through information campaigns and the 'You Serve, You Decide' program, which has reached over 12,000 hospitality workers, students, and entrepreneurs since 2004.

e) In the United States, the Group funds the Foundation for Advancing Alcohol Responsibility (Responsibility.org), a dedicated non-profit in the United States focusing on alcohol education with the mission to end impaired driving, eliminate underage drinking, and promote responsible consumption among adults, and supports various responsible drinking initiatives, including educational programs like 'We Don't Serve Teens', 'Ask Listen Learn', and 'Alcohol 101'. Additionally, Cabo Wabo Tequila promotes responsible drinking during NASCAR race weekends by offering complimentary water, mocktails, and Uber vouchers to encourage safe celebrations.

The Group is not directly involved in projects for healthcare aimed at treating the negative effects of alcohol on individuals engaged in irresponsible consumption.

One of the primary objectives of the Group is to build and maintain brand trust among consumers and customers. To achieve this, Campari Group has implemented a series of proactive and preventative programs designed to mitigate risks across the entire operational process, from the supply of ingredients and packaging materials to the delivery of finished products to consumers:

- Standard Quality Control Requirements for inspections during incoming, in-process, warehousing, and transportation.
- Robust External and Internal Audit Programs to ensure compliance and quality.
- Supplier Quality Assurance Program, designed to ensure that the Group consistently purchases approved materials from approved suppliers, and acquire services from approved third-party manufactures, which meet agreed specifications and Group requirements.
- Global Traceability program which continued in 2024 with the deployment in EMEA (France) and in the Americas Regions (the United States) and the design of the plan for further deployment in both Regions starting from 2025.
- Revamped artwork management process and IT platform to ensure regulatory compliance.
- Enhanced Good Manufacturing Practice Program focused on compliance and elevating the food safety culture across manufacturing sites.
- Investment in technology and automation for in-process control, advanced laboratory equipment, data collection and management. In 2024 a new system for the management of consumer and customer complaints was launched, and additional analytical capabilities were made available for the central laboratory and site laboratories in the Americas region, four additional automatic systems for in-process control of empty bottles were installed across multiple bottling lines in the Americas and EMEA regions, covering a significant percentage of the company's plan, and an auditing and inspection platform was implemented.
- Global Food Safety Initiative ('GFSI'): a certification program that started with company-owned manufacturing sites and was extended to Campari Group's third-party manufacturing sites.

These programs extend throughout the entire value chain, from ingredient sourcing to final distribution, covering all geographies where the company operates. Stakeholders involved include suppliers, third-party manufacturers, employees, regulatory bodies, customers, and end-consumers. Current actions are being implemented within a one- to three-year timeframe, while long-term initiatives are aligned with the company's three- to five-year strategic roadmap. Financial resources, including a total investment of €5.7 million in Food Safety and Quality, have been allocated to support 2024 initiatives. Future budgets are aligned to ensure continued progress and sustainability.

The local and Global Quality teams continuously monitor each quality metric. In addition, Global and regional training programs on Food Safety & Quality ('FS&Q'), Supplier Quality Assurance ('SQA'), Continuous Improvement ('CI'), and Food Safety Culture are consistently promoted by Campari Group. These initiatives are fundamental in ensuring the highest quality and safety standards across all operations. By emphasizing the importance of these programs, Campari Group strives to maintain and enhance the integrity of its products, ensuring that every step from production to the final consumer is meticulously managed. This commitment to education and continuous improvement underscores their dedication to excellence in every aspect of their business. Together with training, across our sites World Quality Day has been celebrated in all of the Group's Regions in 2024, with events and activities that showcase the power of collaboration. World Quality Day is a day dedicated to the commitment and passion that drive excellence in everything we do. This occasion highlights the vital role quality plays in our fast-changing world and celebrates the dedication and teamwork that elevate our standards every day.

IMPACT, RISK AND OPPORTUNITY RELATED TO CONSUMERS AND END-USERS

The result of the processes to identify and assess material impacts, risks and opportunities in consumer and end-users for the reporting period 2024 was summarised below.

Relevant sub-sub-topic	Impacts	Risks	Opportunities
Access to (quality) information	Failure to communicate all the necessary information related to the Campari Group's product including nutritional values (negative)	-	-
Privacy	Safeguard of data for all stakeholders (consumers) (negative)	-	-
Responsible marketing practices	Ability to promote a marketing communication always able to maintain a high level of corporate integrity, business ethics, and social responsibility which leads to increased consumer trust and loyalty, improved brand reputation, increased customer satisfaction and active consumer involvement (positive)	Potential social repercussion on the company due to a lack of awareness activities	-
	Promotion of a culture of quality and responsibility through communications projects and actions carried out (i.e., specific educational training courses) towards internal workers and external stakeholder (i.e., consumers) aimed at educating consumers on the responsible consumption of alcoholic beverages and on the importance of quality vs quantity (positive)	Inability to interpret consumer preferences and to continually adapt strategies accordingly	-

For detailed disclosures regarding the management of the above IROs, please refer to the comprehensive explanation in the 'Strategy, Policies and Actions related to Consumers and end-users' section.

Campari Group's Consumers include everyone who is above the legal drinking age. 'Minors' are those young people who are not of Legal Drinking Age ('LDA') in each country. The LDA is the minimum age to drink alcoholic beverages in the relevant local jurisdiction. Should no local LDA exist, 18 years of age should be used.

The Group adopts robust processes to address negative impacts and ensure effective communication channels for raising concerns. These processes include a defined framework for remedial actions, which ensures prompt investigation and resolution of reported issues and feedback to consumers. The company promotes awareness of its feedback channels through the Campari Group website, brand websites and product packaging in certain markets. Consumer awareness, accessibility and effectiveness are monitored through the number and frequency of consumer interactions and contacts received via these channels. All concerns raised, related to product food safety and quality, are documented in a centralised system. These concerns are monitored, and analysed to identify trends, address concerns and implement improvements where necessary. The nature of the issue, status of the actions taken and consumer interactions are tracked through the system. Key metrics, such as resolution time, the number of valid feedback per brand and type of product, and repeatability of cases, are monitored regularly to ensure the effectiveness of the available channels.

As regards data privacy related to consumers, if Campari Group fails to ensure data security, thereby increasing the risk of cyber-attacks and data leaks, this could have serious negative impacts on consumers, compromising their right to privacy. Potential negative impacts could be: loss of trust (if customers' personal data is compromised, trust in the brand can dramatically decrease), identity theft and financial fraud (sensitive data, such as payment information and personal identifiers, can be used for identity theft or financial fraud, causing significant damage to customers) and damage to personal reputation (leaked personal data could include sensitive information that, if made public, could damage consumers' personal reputations). Good management of consumer data has the potential to instil confidence and ensure compliance with laws on data privacy. The Group is committed to the responsible handling of consumer data, including collecting personal information for legitimate business purposes, ensuring accuracy and sharing transparency with the consumer on how their personal information is collected and used. Strong security measures are put in place to protect consumer data against unauthorized access, breaches, and other forms of cyber threats. Moreover, regular reviews are undertaken to ensure that data protection laws are complied with on an ongoing basis and to identify the areas for further improvement. In this way the Group protects consumers' data, upholds the rights to privacy, and fosters trust and accountability.

With regards to the main risks identified, a lack of awareness activities on responsible drinking can have several potential social repercussions for the Group. These include reputation damage, as companies may be perceived as neglectful or irresponsible, leading to a tarnished public image. Legal and financial risks are also a concern, particularly related to workplace accidents or alcohol-related misconduct, which can result in costly lawsuits and settlements. Additionally, there is a negative community impact, as a lack of responsible drinking initiatives can contribute to broader social issues such as increased alcohol-related accidents and health problems. Finally, there is a negative impact on customer relations, as customers may prefer to support businesses that are more proactive in promoting responsible drinking.
Failing to understand and adapt to consumer preferences can lead to decreased customer satisfaction, negative reviews, and damage to the Group brand's reputation. Competitors who better cater to consumer needs can capture more market share, resulting in reduced revenue for the less adaptable company. Inefficient use of resources and increased operational costs can arise from trying to catch up with market trends without a clear understanding. Over time, a brand that doesn't evolve with consumer preferences can become irrelevant, losing its appeal and connection with its audience. Additionally, employee morale and productivity can suffer if they feel their efforts are not leading to success. Adapting to consumer preferences is crucial for the Group's long-term success.

During the year, no severe human rights issues and incidents connected to its consumers and/or end users were reported.

METRICS AND TARGETS RELATED TO CONSUMERS AND END-USERS

Campari Group, through periodic reporting and dedicated meetings that primary involve Marketing, Legal, Quality, Public Affairs, Corporate Communications and Sustainability functions, assesses progress and defines action to address continuous improvements programs for the metrics selected.
Moreover, to managing negative impact, risk and opportunities, and in line with its policies and commitments, Campari Group has specific targets in relation to its consumers and end users with the support of its internal stakeholder involvement functions of Marketing, Public Affairs, Corporate Communication and Sustainability, in absolute terms on annual base to be achieved by the end of 2025. They are described as follows:

- continuous training for the global marketing community on the principles of responsible marketing, with yearly targets;
- ensure that Responsible Drinking Messages ('RDMs') are included in 100% of marketing and communications for alcoholic products;
- educational sessions on the responsible consumption of alcoholic beverages for 100% Camparistas by 2026;
- continue to ensure that product information is available to consumers for all the Group's products on camparigroup.info;
- launch the first corporate responsible drinking campaign by end of 2024.

Each of the above targets have a direct correlation with Campari's Group policies, such as the Code on Commercial Communication, the Policy on Responsible Consumption of Alcoholic Beverages and the QHSE Policy, etc. Targets and metrics on responsible marketing are monitored by local legal teams. The presence of RDMs in all marketing communication is also verified annually at global level through internal monitoring system. As prescribed by the Code on Commercial communication, although final responsibility for compliance rests with the Marketing function, all new campaigns, product launches, brand manuals, and Above-the-Line ('ATL') materials must be submitted to Legal for an additional level of review. The Legal and Compliance and HR functions verify that all recipients have completed all mandatory training.
With regard to the information available to consumers about the products, the responsibility for ensuring its availability on camparigroup.info rests with the Public Affairs, Corporate Communications, and Sustainability function, which is tasked with monitoring and ensuring that relevant information is provided for all Group products.

Campari Group establishes measurable key metrics and monitors its performance to ensure continuous improvement in Food Safety and Quality.

Metrics such as complaints per million bottles produced (CPM), % of bottles produced in GFSI (Global Food Safety Initiative) certified sites and product recall frequency are used to evaluate the success of Food Safety and Quality systems and programs. For more information on these metrics refer to the 'Other ESG information section'.

RECONCILIATION TABLE RELATED TO SOCIAL INFORMATION

RECONCILIATION TABLE RELATED TO OWN WORKFORCE

Standard ESRS	Sustainability statement paragraph	Notes
Strategy		
ESRS 2 SBM-2-Interests and views of stakeholders [DR: 12]	• Strategy related to Own workforce	• For more information related to ESRS S1 SBM-2 par. 12 please refer to the section 'Engagement with stakeholders'
ESRS 2 SBM-3-Material impacts, risks and opportunities and their interaction with strategy and business model [DR: 13-16]	• Strategy related to Own workforce • Material impacts, risks and opportunities and their interaction with strategy and business model • Policies and Actions related to Own Workforce • Deep dive on human rights	• ESRS SMB-3 par. 14e, 14g.i-ii are not applicable
Impact, risk and opportunity management		
S1-1-Policies related to own workforce [DR: 17-24]	• Strategy related to Own workforce • Polices and Actions related to Own workforce	• ESRS MDR-P, par.62 is not applicable • ESRS S1-1 AR10, AR14, AR17 voluntary information are not disclosed for this first year of application
S1-2-Processes for engaging with own workforce and workers' representatives about impacts [DR: 25-29]	• Processes for engaging with own workforce and workers' representatives about impacts • Polices and Actions related to Own workforce	• ESRS S1-2 AR25, AR26 voluntary information is not disclosed for this first year of application • ESRS S1-2, par. 29 is not applicable
S1-3-Processes to remediate negative impacts and channels for own workforce to raise concerns [DR: 30-34]	• Polices and Actions related to Own workforce • Processes for engaging with own workforce and workers' representatives about impacts	• ESRS S1-3, par. 34 is not applicable • ESRS S1-3, AR29, AR30, AR34 voluntary information is not disclosed for the first year of application
S1-4-Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions [DR: 35-43]	• Impact, risk and opportunity related to Own workforce	• ESRS 2 MDR-A par.62 is not applicable • ESRS 2 MDR-A AR23, ESRS S1-4, AR33, AR35, AR36, AR40, AR41, AR48 voluntary information is not disclosed for this first year of application
Metrics and targets		
S1-5-Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [DR: 44-47]	• Interests and views of stakeholders	• ESRS S1-5, AR49 voluntary information is not disclosed for this first year of application • ESRS 2 MDR-T, par. 80 i is not applicable as targets have not changed
S1-6-Characteristics of the undertaking's employees	• Material impacts, risks and opportunities and their interaction with strategy and business model (Non-employees in Own Workforce)	• ESRS S1-6, par. 51-52 voluntary information is not disclosed for this first year of application
S1-7-Characteristics of non-employees in the undertaking's own workforce	• Metrics and Targets related to Own workforce	• ESRS S1-7 55.c and 57 are not applicable • ESRS S1-7, par. 56 and AR61 voluntary information is not disclosed for this first year of application
S1-8-Collective bargaining coverage and social dialogue	• Metrics and Targets related to Own workforce	• ESRS S1-8, par. 60.a and 63.a are reported only with reference to the European Economic Area (EEA) region for the first year of application • ESRS S1-8, par. 60 c is not applicable • ESRS S1-8, par. 61 and 62 voluntary information is not disclosed for this first year of application

Standard ESRS	Sustainability statement paragraph	Notes
S1-9-Diversity metrics	• Metrics and Targets related to Own workforce	
S1-10-Adequate wages	• Not applicable	• Information related to Disclosure Requirement 'S1-10: Adequate wages' do not result material for Campari Group. For this reason they are considered non-applicable
S1-11-Social protection	• Metrics and Targets related to Own workforce	• ESRS S1-11, par. 74, 75 and 76 are not applicable
S1-12-Persons with disabilities	• Not applicable	• Information related to Disclosure Requirement 'S1-12 — Persons with disabilities' do not result material for Campari Group. For this reason they are considered non-applicable
S1-13-Training and skills development	• Metrics and Targets related to Own workforce	• ESRS S1-13, par. 83, 84 and 85 are not applicable
S1-14-Health and safety metrics	• Metrics and Targets related to Own workforce	• ESRS S1-14, DP 89, 90, AR81, AR94 voluntary information is not disclosed for this first year of application
S1-15-Work-life balance metrics	• Not applicable	• Information related to Disclosure Requirement 'S1-15 — Work-life balance metrics' do not result material for Campari Group. For this reason they are considered non-applicable
S1-16-Remuneration metrics	• Metrics and Targets related to Own workforce	• ESRS S1-16, par. 98 and 99 voluntary information is not disclosed for this first year of application
S1-17-Incidents, complaints and severe human rights impacts	• Metrics and Targets related to Own workforce	• ESRS S1-16, par. 103.c and 104.b are not applicable • ESRS S1-16, AR103 and AR106 voluntary information is not disclosed for this first year of application

RECONCILIATION TABLE RELATED TO WORKERS IN THE VALUE CHAIN

Standard ESRS	Sustainability statement paragraph	Notes
Strategy		
ESRS 2 SBM-2-Interests and views of stakeholders [DR: 9]	• Strategy, Policies and Actions related to Workers in the value chain	• For more information related to ESRS S2 SBM-2 par. 9 please refer to the section 'Engagement with stakeholders'
ESRS 2 SBM-3-Material impacts, risks and opportunities and their interaction with strategy and business model [DR: 10-13]	• Strategy, Policies and Actions related to Workers in the value chain	-
Impact, risk and opportunity management		
S2-1-Policies related to value chain workers [DR: 14-19]	• Strategy, Policies and Actions related to Workers in the value chain	• ESRS 2 MDR-P, par.62 is not applicable • ESRS S2-1, AR 16 is a voluntary information and is not disclosed for the first year of application
S2-2-Process for engaging with value chain workers about impacts [DR: 20-24]	• Impacts, risks and opportunities related to Workers in the value chain • Strategy, Policies and Actions related to Workers in the value chain	• ESRS S2-2, par. 24 is a voluntary information and is not disclosed for the first year of application • ESRS S2-2, par. 22.a-22.b-22.c-22.d-22.e is not applicable to Campari Group
S2-3-Processes to remediate negative impacts and channels for value chain workers to raise concerns [DR: 25-29]	• Impacts, risks and opportunities related to Workers in the value chain • Strategy, Policies and Actions related to Workers in the value chain	• ESRS S2-3, par. 29, AR 23, AR 24, AR 25 are voluntary information and are not disclosed for the first year of application
S2-4-Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions [DR: 30-38]	• Strategy, Policies and Actions related to Workers in the value chain	• ESRS 2 MDR-A, par 68e is subject to phased-in application • ESRS 2 MDR-A 69.b and c, are not disclosed since the retrieval of the required information is impractical • ESRS 2 MDR-A AR23, ESRS S2-4, AR 30, AR31, AR 36.a-b, AR37, voluntary information are not disclosed for this first year of application • ESRS 2 MDR-A par.62, S2-4, par: 32.c, 32.d and AR 33-34-35 are not applicable • ESRS S2-4, par 34.a, AR 40-41-43 not are applicable since any material risk or opportunity has been identified during Double Materiality Assessment process
Metrics and targets		
S2-5-Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [DR: 39-42]	• Impacts, risks and opportunities related to Workers in the value chain	• ESRS 2 MDR-T par. 80.g is not applicable to Campari Group • ESRS 2 MDR-T, par 81.a voluntary information is not disclosed for this first year of application • Not applicable on Human Rights

RECONCILIATION TABLE RELATED TO CONSUMERS AND END-USERS

Standard ESRS	Sustainability statement paragraph	Notes
Strategy		
ESRS 2 SBM-2-Interests and views of stakeholders [DP: 8]	• Strategy, Policies and Actions related to Consumers and end-users	• For more information related to ESRS S4 SBM-2 par. 8 please refer to the section 'Engagement with stakeholders' • Cross ref with ESRS 2: SBM-2 DP 45.a, 45.b, 45.c, 45.d, AR 16
ESRS 2 SBM-3-Material impacts, risks and opportunities and their interaction with strategy and business model [DP: 9-12]	• Strategy, Policies and Actions related to Consumers and end-users • Impact, risk and opportunity related to Consumers and end-users	• ESRS 2 SBM-3 par 48.e is not applicable since Campari Group applied the phased-in provision • ESRS 2 SBM-3 par 48.g is not applicable since this is the first year Campari Group is applying the CSRD • ESRS 2 SBM-3 48.h is not applicable since Campari Group has not identified any entity specific disclosure • For more information related to ESRS S4 SBM-3 par. 10.b please refer to the section 'Impact, risk and opportunity related to Consumers and end-users' • For more information related to ESRS S4 SBM-3 par. 10.d please refer to the section 'Impact, risk and opportunity related to Consumers and end-users' • For more information related to ESRS S4 SBM-3 par. 12 please refer to the section 'Impact, risk and opportunity related to Consumers and end-users'
Impact, risk and opportunity management		
S4-1-Policies related to consumers and end-users [DP: 13-17]	• Impact, risk and opportunity related to Consumers and end-users	• ESRS 2 MDR-P, par.62 is not applicable • ESRS S4-1 par 16.a, 16.b, 16.c AR 9-10 Cross ref with ESRS S4-1 par 17 AR 11
S4-2-Processes for engaging with consumers and end-users about impacts [DP: 18-22]	• Impact, risk and opportunity related to Consumers and end-users	-
S4-3-Processes to remediate negative impacts and channels for consumers and end-users to raise concerns [DP: 23-27]	• Impact, risk and opportunity related to Consumers and end-users • Strategy, Policies and Actions related to Consumers and end-users	-
S4-4-Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions [DP: 28-37]	• Strategy, Policies and Actions related to Consumers and end-users • Impact, risk and opportunity related to Consumers and end-users	• ESRS 2 MDR-P, par. 62, MDR-A par.62 are not applicable • For more information related to ESRS S4-4 par. 33.a please refer to the section 'Strategy, Policies and Actions related to Consumers and end-users' • For more information related to ESRS S4-4 par. 34 please refer to the section 'Metrics and Targets related to Consumers and end-users' • For more information related to ESRS S4-4 par. 37 please refer to the section 'Metrics and Targets related to Consumers and end-users'
Metrics and targets		
S4-5-Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities [DP: 38-41]	• Metrics and Targets related to Consumers and end-users	• ESRS 2 MDR-A, par. 69.b and c, are not disclosed since the retrieval of the required information is impractical • ESRS MDR-T, par. 80.f, 80.g are not applicable to Campari Group • ESRS 2 MDR-T, par 81.a voluntary information is not disclosed for this first year of application • ESRS 2 MDR-T, par. 80.i is not applicable as targets have not changed

GOVERNANCE INFORMATION

ESRS G1 BUSINESS CONDUCT

Davide Campari-Milano N.V. (the 'Company' and, together with its subsidiaries, the 'Group') is a public limited liability company, incorporated under the laws of the Netherlands. The Company's shares are listed on the Euronext Milan organized and managed by Borsa Italiana S.p.A. (the 'Italian Stock Exchange').
As regards its corporate governance, the Company complies with the Dutch Corporate Governance Code (the 'DCGC') which contains principles and best practice provisions that regulate relations amongst the Board of Directors, the stakeholders and the general meeting of shareholders ('General Meeting') for listed companies. Such principles may be regarded as reflecting the general views on good corporate governance and create a set of standards governing the conduct of the listed companies' corporate bodies

GOVERNANCE AND POLICIES RELATED TO BUSINESS CONDUCT

Campari Group's governance framework is intricately connected to its strategy and business conduct. The Board of Directors is responsible for defining the vision, mission, and core values while overseeing ethical guidelines, codes of conduct, supplier relationships, and lobbying policies. Internal committees, such as the CRSC and the Remuneration and Appointment Committee, focus on specific governance areas, ensuring adherence to processes and monitoring corporate culture and supplier relationships.
The executive management team, led by the CEO, implements the Campari Group's strategy and policies, fostering a corporate culture aligned with the Group's values and maintaining stakeholder relationships. Policies covering ethical conduct, anti-corruption, conflict of interest, supplier management, lobbying activities, and whistleblowing provide a clear framework for decision-making and behavior, ensuring alignment with organizational values and standards.
Internal controls and audit mechanisms ensure compliance with ethical guidelines and monitor supplier relationships, providing recommendations for continuous improvement through regular controls. Reporting and accountability principles ensure that the company's performance in business conduct is regularly reported to the Board and internal committees, keeping stakeholders informed about the company's performance and actions taken.
The management and supervisory bodies are essential for effective governance and strategic oversight. The Board of Directors is responsible for the integration of sustainability into the business strategy, also leveraging the double materiality assessment's results, and focuses on long-term value creation, ensuring the credibility of sustainability reporting. They address risks and opportunities, aligning decisions with company objectives, stakeholder interests, and regulatory requirements. The Control, Risks and Sustainability Committee provides independent oversight, evaluating the Group's sustainability strategy and reviewing reports on quality, health, safety, and environmental aspects of production facilities. Both bodies work together to balance economic performance, environmental stewardship, and social responsibility, committed to ethical governance and sustainable development.
By integrating these elements within the governance structure, Campari Group ensures its strategy, approach, processes, procedures, and performance are aligned with its commitment to ethical business conduct and a strong corporate culture.
For more information about the undertaking's strategy, processes and procedures refer to the 'The role of the management and supervisory bodies' paragraph in the 'The Sustainability Governance model' chapter. Specifically, for what concern the Governance of Campari Group namely the role of the administrative, supervisory and management bodies, please refer to the 'The role of the management and supervisory bodies' of the 'The Sustainability Governance model' section.

In Italy, pursuant to Legislative Decree 231 of 2001, the 231 Model, which governs specific control systems, is aimed at preventing the crimes covered by the aforementioned decree and in particular those against the public administration, corporate and financial crimes and crimes committed in violation of workplace health and safety regulations. The Group has appointed a single supervisory body to verify the effectiveness of the Model and to update it. The main tools for mitigating corruption risk are the Code of Ethics, the Anti-Bribery and Anti-Corruption Policy and ongoing training of Camparistas on the Group's policies. Additionally, the Whistleblowing Policy is designed to promote and reinforce these standards and the Campari values more generally, by establishing the rules to be applied within the Group in case of reporting of Violations which, by way of example, may be related to:

- the Code of Ethics;
- the 231 Model;
- regulations, guidelines and internal procedures adopted by the Group; and
- criminal and civil laws applicable to the Group.

The Whistleblowing Committee consists of the Group Chief Executive Officer, the Group Chief Financial Officer, the Group General Counsel, the Group Internal Audit Senior Director ('Director') and the Head of Group Human Resources. The members of the Whistleblowing Committee will simultaneously receive the reports sent through the Campari Safe Line. Upon receiving a report, the Director prepares a summary ('Summary') to be sent to the Whistleblowing Committee and to the Chairman. The Whistleblowing Committee (from now on also: 'Investigator'), based on the Summary and any other further element provided by the Director performs a preliminary verification involving any other necessary function, person or external consultant.
After this initial verification, the Investigator may decide:

- to close cases not sufficiently supported by evidence, manifestly unfounded or related to conducts or facts which are non-relevant in relation to this Policy; or
- open the investigation stage.

The Investigator also considers who else needs to be informed and determines how to manage the information in terms of internal/external disclosure. The Director operates as secretary of the Investigator and is responsible for the completeness, integrity and archive of the case file. Investigation is performed on behalf of the Investigator by the Director in line with the guidelines set forth in Annex 3 (Investigation Guideline) of the Whistleblowing Policy. All employees are under the obligation to cooperate by providing all requested information and documents. The Director keeps the Investigator informed, if necessary, throughout the entire investigation phase. When the investigation stage is complete, the Director informs the Investigator who provides the final evaluation on the case or whether it requires additional investigation to the Director. The Supervisory Board is informed if necessary.

Camparistas can address concerns to the line manager, to another trusted manager, to the HR Department, to the Legal&Compliance Department, or can use the Campari Safe Line under the Whistleblowing Policy. The Campari Safe Line ensures that the notification is treated with confidentiality in accordance with the Whistleblowing Policy and, if so requested, reporters may remain anonymous.
The Policy is available on the Campari Group Intranet and on Campari Group's official corporate website (www.camparigroup.com/en/page/group/governance) and is accessible to all stakeholders as well as internal employees.
The Legal & Compliance Department, in cooperation with HR and Communications, is responsible for ensuring proper integration of compliance policies and principles in the

business and general day-to-day operations through adequate training and communication initiatives. Each Camparista should actively participate in relevant training sessions (in person or e-learning), as well as paying attention to communications relating to these matters. As stated in the Campari Group's Code of Ethics, in fact, all Camparistas and new joiners, including the members of the management bodies, must undertake the general e-learning training on the Global Anti-Bribery and Anti-Corruption Policy. Certain functions or groups will be required to attend additional specific training.

The Code of Ethics, most recently updated and approved on 27 October 2020, reaffirms the principles of fairness, loyalty and professional integrity that form the basis of the work and behavior of all individuals within the Group. These principles apply to both internal relations and relationships with third parties. To enhance awareness and ensure adherence, the Code of Ethics is accessible to external stakeholders via the Campari Group website. Additionally, an e-learning training course has been made available to all Camparistas, while in-person training sessions have been conducted specifically for production operators.

To ensure compliance with the Code of Ethics and its correct interpretation pursuant to Legislative Decree 231/2001, a Supervisory Body was established, appointed by the Board of Directors, with autonomous operational and control powers. Any violations or conduct not consistent with the Code may be reported anonymously to the Supervisory Body through 'Campari Safe Line', the whistleblowing channel available to Camparistas and external stakeholders (for more information please refer to 'Strategy, Policies and Actions related to the Workers in the value chain' in the 'ESRS S2 Workers in the value chain' section).
Functions most susceptible to risks include interactions with government or public officials and commercial partners. Many of these functions expose the company to a higher risk level due to high levels of regulation, potential corrupt practices, and the strict legal and ethical requirements to which the entities are subjected. For example, transactions with public officials represent high risks in terms of anti-bribery and corruption, whereas commercial partners involve various contract-related risks, supply chain exposure, and financial reporting implications. The Group needs to ensure that these areas are covered with an appropriate control and compliance setup to avoid any form of pitfalls and ensure compliance with existing laws and regulations.
The Code of Ethics sets out the key principles of conduct for Camparistas, suppliers, contractors and other stakeholders, providing a pragmatic guide on what Campari Group expects from its own employees and third parties when dealing internally or conducting business with the Group, globally. Compliance goes beyond simply adhering to local laws; it emphasizes ethical, responsible, and integrity-driven actions towards customers, partners, stakeholders, the environment, the community, and, ultimately, among each other. Through the Code of Ethics Campari Group commits to support the United Nations Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Commitments and Rights at Work, ensuring compliance with human rights legislation in all countries where the Group operates. The Legal and Compliance Department oversees the compliance management, providing counsel and offering support across the organization at Global, Regional and Country level.

The principles outlined in the Code of Ethics are further reinforced in the Campari Group's Supplier Code. In addition, Campari Group has developed and adopted the Stakeholder Dialogue Policy in accordance with best practice provision 1.1.5 of the Dutch Corporate Governance Code, which was approved by the Board of Directors on 14 December 2023. The Company recognises that stakeholder engagement is essential to its business and that it contributes to the creation of sustainable, long-term value. To ensure that the interests of the relevant stakeholders are considered when determining the sustainability aspects of Campari Group strategy, the Company is committed to facilitating an ongoing dialogue with its relevant stakeholders. This dialogue can take various forms, depending on the topic and on the type of stakeholder involved. In addition to this Stakeholder Dialogue Policy, the Company has established a policy on bilateral contacts with shareholders, in accordance with the Dutch Corporate Governance Code, to facilitate an open and constructive dialogue with shareholders. As a result, the interests and view of stakeholders have been considered in the definition of the Group's policies.

The Supplier Code summarizes the principles and founding values that underlie every business relationship. By signing this document, each supplier confirms that its operations comply with the ethical requirements of Campari Group, helping to establish transparent, lasting and profitable relationships. In addition, the Global Procurement Policy provides the general principles and procedures to be followed in the procurement process.

For more information on the Supplier Code and the Global Procurement Policy, refer respectively to the 'Policies and Actions related to Own workforce' chapter in the 'ESRS S2 Workers in the value chain' section and to the 'Campari Group's Value Chain' paragraph in the 'General information' section.

IMPACT, RISK AND OPPORTUNITY, METRICS AND TARGETS RELATED TO BUSINESS CONDUCT

The result of the processes to identify and assess material impacts, risks and opportunities related to business conduct for the reporting period 2024 was summarized below. In the explanation are also included metrics and targets for the related topics.

Relevant sub topic/sub-sub-topic	Impacts	Risks	Opportunities
Corruption and bribery/ Incidents	Fines and reputational damage deriving from unethical business practices, including fraud and corruption (negative)	-	-
Management of relationships with suppliers including payment practices	Fostering responsible sourcing practices by engaging directly with suppliers (positive)	Disruptions in transport	-

MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS INCLUDING PAYMENT PRACTICES

Campari Group has implemented a payment-monitoring system based on clear and measurable criteria, providing comprehensive oversight of payment performance, with particular attention to the impact on suppliers, including SMEs. The average time taken by the Group to settle an invoice, calculated as the difference between the Document Date (invoice date) and the Clearing Date (payment date), was determined using a weighted average based on invoice values converted into euros. The analysis covered all entities managed through the SAP system and considered all invoices paid in 2024, regardless of their issue date. The average payment time for Campari Group is 56 days. The Group has established specific terms for standard payment timelines during contractual negotiations, ranging from 30 to 60 days. However, in some countries, there are no particular restrictions, and a payment term of 90 days would be considered legal if mutually agreed upon. Furthermore, the Group has not currently had the need to define payment terms for the main categories of suppliers. Furthermore, during the reporting period, there were no instances of legal proceedings or pending litigation related to payment delays.

While the production of the Campari Group's portfolio is primarily managed directly by

Group operations, the transportation to customers, including key customers in specific geographies, depends on third-party services. Relying on third parties for these activities entails risks, such as increased costs, termination of agreements, and delays or disruptions in service. Any disruption or termination due also to geopolitical picture and natural disasters, could have a negative effect on the Group's business operations and financial condition on current arrangements with these third parties, without suitable alternative arrangements in place. However, during the reporting period, there were no instances of legal proceedings or pending litigation related to transportation services.

CORRUPTION AND BRIBERY PREVENTION AND DETECTION

Specifically, regarding anti-corruption and bribery, anti-trust, data privacy and conflicts of interest, the Group has established a multi-year process to strengthen its compliance management system with the target not to have cases. In this context, to further enhance awareness, new global policies dedicated to anti-corruption and anti-bribery, as well as antitrust were published in 2023 and are available on the Group's Corporate website (www.camparigroup.com/en/page/group/governance).

The key actions taken in the 2024 reporting year aimed at preventing any risk of corruption and bribery are described below.

- The Company has implemented the above-mentioned Code of Ethics and the Supplier Code for the mitigation of corruption risk. New global anti-corruption and anti-bribery policies were published, whose principles are in line with those of the United Nations Convention against Corruption, and dedicated training sessions were organized throughout 2024 to raise awareness. The training sessions have been provided tailoring these latter according to the different roles of the employees and to the level of risk in the area in which they work. The violation of the Code of Ethics or of the Supplier Code may determine the termination of the relationship with the recipient. Internal assurance activities are continuously monitored and assessed with local management to improve the internal control system. Any violations or conduct inconsistent with regulations and/or internal policies may be reported anonymously through a whistleblowing channel available to Camparistas and external stakeholders.

- The prevention of crimes connected to Legislative Decree 231 of 2001 (and equivalent legislation in other territories), the Code of Ethics and the Supplier Code - the 231 Model - which governs specific control systems, are aimed at preventing the crimes connected to the relevant legislation, in particular, for this scope, those against the public administration. The Group has appointed a single supervisory body to verify the effectiveness of the 231 Model and to update it. These actions are undertaken on a regular basis, and a training session is scheduled periodically to keep employees up to date with Group policy on these issues. In 2024, a dedicated person was hired to implement these key actions and deliver the training.

RECONCILIATION TABLE RELATED TO BUSINESS CONDUCT

Standard ESRS	Sustainability statement paragraph	Notes
Governance		
ESRS 2 GOV-1-The role of the administrative, management and supervisory bodies [DP: 5]	Governance and policies related to Business conduct	For more information on ESRS 2 GOV-1 par. 5.b please refer to 'Corporate Governance' section of the Campari Group Consolidated Financial statements at 31 December 2024
Impact, risk and opportunity management		
ESRS 2 IRO-1-Description of the processes to identify and assess material impacts, risks and opportunities [DP: 6]	Impact, risk and opportunity related to Business conduct	-
G1-1-Business conduct policies and corporate culture [DP: 7-11]	Impact, risk and opportunity related to Business conduct	ESRS G1-1, par. 10.b, 10.d, 10.f are not applicable
G1-2-Management of relationships with suppliers [DP: 12-15]	Impact, risk and opportunity related to Business conduct	-
G1-3-Prevention and detection of corruption and bribery [DP: 16-21]	Impact, risk and opportunity related to Business conduct	ESRS G1-3, par. 19 is not applicable
Metrics and targets		
G1-4-Incidents of corruption or bribery [DP: 22-26]	Governance and policies related to Business conduct	-
G1-5-Political influence and lobbying activities [DP: 27-30]	Not applicable	Information related to Disclosure Requirement 'G1-5 — Political influence and lobbying activities' do not result material for Campari Group, as they relate to activities not carried out by the organisation. For this reason they are considered non-applicable
G1-6-Payment practices [DP: 31-33]	Impact, risk and opportunity related to Business conduct	-

OTHER ESG INFORMATION

Presented below are ESG data not required by the ESRS standards but are voluntarily disclosed by Campari Group to maintain continuity with previous years' reporting and to uphold the highest standards of transparency.

APPENDIX A-OTHER ENVIRONMENTAL INFORMATION

The performance of the Environmental Certification rate (%), measured as bottles produced in production units certified according to international standards for the environment, slightly increased in 2024, compared to the previous year.

Environmental certifications[1]	UoM	2024	2023
Bottles produced in production units certified in accordance with international environmental standards (ISO14001/EMAS/ISO50001)	%	95.8%	95.5%

(1) The figure includes bottles produced in Campari Group-owned plants

Wastewater discharges by treatment method (excluding Courvoisier)	UoM	2024	2023
Volume of wastewater with on-site primary treatment	m^3	201,356.7	270,076.0
Volume of wastewater with on-site secondary treatment	m^3	254,481.3	358,176.5
Volume of wastewater with on-site tertiary treatment	m^3	-	-
Volume of wastewater discharged for downstream treatment	m^3	458,564.6	477,075.0
Volume of wastewater discharged to environment without treatment (cooling water)	m^3	409,861.8	618,919.0
Volume of wastewater reused in irrigation (and fertigation)	m^3	104,440.0	205,282.0

Spills	UoM	2024	2023
Total spills	n.	21	24
Ground spills	n.	11	12
Surface water spills	n.	5	8
Groundwater spills	n.	1	-
Industrial consortium wastewater spills	n.	4	4
Spills in municipal water supplies or other utilities	n.	-	-
Air spills	n.	-	-

APPENDIX B-OTHER SOCIAL INFORMATION

TURNOVER METRICS

Voluntary turnover rate	UoM	2024	2023
Rate	%	6.3%	7.5%
Description of the methodology		Voluntary leavers/Total permanent head count year end	Voluntary leavers/Total permanent head count year end

Turnover of permanent employees by region and gender	UoM	2024				
Region		Male	Female	Other	Not reported	Total
Asia-Pacific	Head count	39	33	-	-	72
Europe, Middle East and Africa		145	104	-	-	249
Americas		196	100	-	-	296
Total	**Head count**	**380**	**237**	**-**	**-**	**617**

Turnover rate of permanent employees by region and gender	UoM	2024				
Region		Male	Female	Other	Not reported	Total
Asia-Pacific	%	11.2%	17.9%	-	-	13.5%
Europe, Middle East and Africa		9.8%	9.7%	-	-	9.7%
Americas		15.4%	12.9%	-	-	14.4%
Total	%	**12.3%**	**11.7%**	**-**	**-**	**12.0%**

Turnover of permanent employees by region and age group	UoM	2024			
Region		Under 30	30-50	Over 50	Total
Asia-Pacific	Head count	9	49	14	72
Europe, Middle East and Africa		31	152	66	249
Americas		44	190	62	296
Total	**Head count**	**84**	**391**	**142**	**617**

Turnover rate of permanent employees by region and age group	UoM	2024			
Region		Under 30	30-50	Over 50	Total
Asia-Pacific	%	26.5%	12.3%	14.0%	13.5%
Europe, Middle East and Africa		12.0%	9.2%	10.3%	9.7%
Americas		19.9%	13.3%	15.7%	14.4%
Total	%	**16.4%**	**11.2%**	**12.5%**	**12.0%**

DIVERSITY METRICS

Campari Group defines 'top management' to include the following Corporate functions: Executives, Officers, Senior Executives and Senior Management.

New permanent employees hired by region and gender	UoM					2024
Region		**Male**	**Female**	**Other**	**Not reported**	**Total**
Asia-Pacific	Head count	74	39	-	-	113
Europe, Middle East and Africa		165	133	-	-	298
Americas		162	102	-	3	267
Total	**Head count**	**401**	**274**	**-**	**3**	**678**

Permanent employees by professional position and gender	UoM						2024
Professional grade		**Male**	**Female**	**Other**	**Not reported**	**Total**	**% Female**
Senior management and above	Head count	229	106	-	-	335	31.6%
Management		297	220	-	-	517	42.6%
Senior professional		537	528	1	2	1,068	49,4%
Professional		751	581	-	1	1,333	43.6%
Specialist/generic staff		447	392	-	-	839	46.7%
Production operators		827	203	-	-	1,030	19.7%
Total	**Head count**	**3,088**	**2,030**	**1**	**3**	**5,122**	**39.6%**

Percentage of new permanent employees hired by gender-trend	UoM	2024	2023
Male	%	59.1%	58.7%
Female		40.4%	38.4%
Other		-	0.1%
Not reported		0.4%	2.7%
Total	%	**100%**	**100%**

Permanent employees by professional position and age group	UoM				2024
Professional grade		**Under 30**	**30-50**	**Over 50**	**Total**
Senior management and above	Head count	-	185	150	335
Management		-	403	114	517
Senior professional		31	886	151	1,068
Professional		158	971	204	1,333
Specialist/generic staff		125	499	215	839
Production operators		197	531	302	1,030
Total	**Head count**	**511**	**3,475**	**1,136**	**5,122**

New permanent employees hired by region and age group	UoM				2024
Region		**Under 30**	**30-50**	**Over 50**	**Total**
Asia-Pacific	Head count	13	90	10	113
Europe, Middle East and Africa		60	222	16	298
Americas		54	198	15	267
Total	**Head count**	**127**	**510**	**41**	**678**

TRAINING METRICS

Number of training hours by gender	UoM	2024	2023
Total	**n.**	**97,243**	**77,732**
Male	n.	62,119	49,748
Female		35,053	27,984
Other		36	-
Not reported		35	-

HEALTH AND SAFETY METRICS

Health and Safety certifications[1]	UoM	2024	2023
Bottles produced in production units certified in accordance with international occupational health and safety standards (BS OHSAS18001/ISO45001)	%	86.3%	84.7%

(1) The figure only includes bottles produced in Campari Group-owned plants, while bottles produced by co-manufacturers have not been considered in the calculation.

Severity Index	UoM	2024
Severity Index for employees	n.	0.20
Severity Index for non-employees	n.	0.15

The severity index for any category is calculated applying the following formula: (Lost days due to accidents and ill health x 1,000)/worked hours. Data refers to employees and non-employee workers at the Group's manufacturing sites. Data from the Courvoisier plant and offices are excluded as they are not available for 2024.

REMUNERATION METRICS(1)

Gender pay gap for Annual Base Gross Salary by country and professional position							2024
Countries	**UoM**	**Senior management and above**	**Management**	**Senior professional**	**Professional**	**Specialist/ generic staff**	**Production operators**
Group	%	**(2.7)%**	**5.5%**	**0.2%**	**(6.1)%**	**(6.1)%**	**16.3%**
Argentina		20.8%	6.2%	(6.8)%	(0.3)%	2.5%	-
Australia		(10.4)%	1.7%	10.0%	8.3%	4.5%	3.0%
Austria		-	-	9.2%	0.3%	-	-
Belgium		-	14.4%	(0.7)%	(1.7)%	-	-
Brazil		(50.0)%	6.1%	11.6%	(7.3)%	(9.7)%	16.7%
Canada		15.4%	6.7%	4.7%	(5.4)%	11.1%	14.9%
China		(46.5)%	(14.6)%	15.7%	3.4%	7.0%	-
France		31.8%	8.8%	2.2%	4.0%	3.2%	9.2%
Germany		(1.0)%	2.2%	5.7%	0.2%	(25.4)%	-
Greece		-	-	16.1%	4.0%	0.5%	4.7%
India		-	79.0%	(34.5)%	(48.6)%	(55.2)%	-
Italy		11.3%	0.5%	1.2%	7.1%	(10.8)%	4.6%
Jamaica		43.5%	(7.6)%	(5.7)%	(7.6)%	(2.4)%	(15.6)%
Japan		-	(13.4)%	7.7%	16.7%	-	-
Mexico		21.4%	16.6%	10.4%	4.7%	2.0%	8.2%
Peru		-	14.5%	30.8%	(7.9)%	(8.1)%	-
Russian Federation		12.7%	(10.1)%	(7.7)%	4.9%	0.4%	-
Singapore		(25.4)%	2.7%	(23.8)%	(80.1)%	(82.3)%	-
South Africa		-	3.6%	(9.2)%	(21.3)%	-	-
Spain		-	4.2%	(3.1)%	0.5%	(6.7)%	-
Switzerland		-	4.2%	8.8%	3.8%	-	-
Ukraine		-	33.5%	(5.7)%	3.6%	-	-
United Kingdom		14.9%	(0.2)%	(0.2)%	2.1%	38.5%	42.3%
United States		(9.6)%	(5.1)%	(4.8)%	(15.7)%	(25.2)%	1.9%

(1) For the calculation of the gender pay gap in the tables of this section, the denominator did not include expatriates, as their remuneration package is based on a home-country approach and they cannot, therefore, be considered in the position that is effectively covered.

Gender pay gap for Average Total Remuneration by country and professional position							2024
Countries	**UoM**	**Senior management and above**	**Management**	**Senior professional**	**Professional**	**Specialist/ generic staff**	**Production operators**
Group	%	**(4.6)%**	**6.4%**	**1.4%**	**(4.7)%**	**(2.5)%**	**12.1%**
Argentina		22.3%	6.2%	(6.8)%	3.4%	4.3%	-
Australia		(13.0)%	4.4%	13.4%	8.9%	3.5%	98.4%
Austria		-	-	9.2%	(5.1)%	-	-
Belgium		-	14.3%	2.3%	(1.7)%	-	-
Brazil		(53.1)%	6.1%	13.1%	(6.2)%	(8.0)%	23.0%
Canada		16.6%	6.7%	4.2%	(5.5)%	21.6%	14.9%
China		(50.4)%	(14.6)%	23.0%	11.3%	20.0%	-
France		33.4%	9.6%	6.5%	4.3%	3.6%	11.3%
Germany		6.4%	8.4%	13.6%	2.3%	14.4%	-
Greece		-	-	17.3%	4.0%	(0.3)%	4.7%
India		-	80.4%	(38.3)%	(45.9)%	(58.0)%	-
Italy		12.7%	(0.2)%	1.2%	9.7%	(2.8)%	6.8%
Jamaica		19.3%	(8.2)%	(5.6)%	(7.9)%	(1.4)%	(132.5)%
Japan		-	(13.4)%	6.5%	18.1%	-	-
Mexico		21.6%	16.4%	10.1%	6.8%	2.0%	8.2%
Peru		-	14.5%	30.8%	(4.0)%	(3.7)%	-
Russian Federation		16.5%	(10.9)%	(5.8)%	9.9%	4.2%	-
Singapore		(28.9)%	4.5%	(23.8)%	(81.4)%	(82.3)%	-
South Africa		-	3.6%	(9.2)%	(13.6)%	-	-
Spain		-	5.0%	(3.3)%	2.6%	6.3%	-
Switzerland		-	4.2%	4.8%	8.8%	-	-
Ukraine		-	36.3%	(4.4)%	5.2%	-	-
United Kingdom		16.9%	2.8%	(0.7)%	3.9%	38.5%	(527.1)%
United States		(10.5)%	(4.0)%	(4.0)%	(16.2)%	(27.0)%	(3.9)%

Adjusted gender pay gap by country		2024	2023
Countries	**UoM**	**Adjusted Pay Gap**	**Adjusted Pay Gap**
Group	%	**2.0%**	**2.0%**
Argentina		(9.1)%	2.5%
Australia		17.9%	2.2%
Austria		-	-
Belgium		(1.0)%	-
Brazil		5.8%	-
Canada		2.0%	(2.9)%
China		13.2%	-
France		33.3%	4.2%
Germany		2.0%	2.0%
Greece		(9.9)%	-
India		2.0%	-
Italy		5.3%	-
Jamaica		(32.0)%	6.4%
Japan		6.0%	-
Mexico		22.7%	4.0%
Peru		26.6%	-
Russian Federation		(6.5)%	0.8%
Singapore		(4.1)%	(0.1)%
South Africa		(20.1)%	-
Spain		(2.0)%	3.1%
Switzerland		1.5%	-
Ukraine		-	-
United Kingdom		0.6%	0.8%
United States of America		7.5%	(1.0)%

The analysis below has once again shown that Campari Group tends to pay a higher salary than the local minimum wage in the countries where it operates, as shown in the table below for the key countries for the Group in terms of number of employees.

Ratio between Annual Base Gross Salary of employees and the local minimum wage by country and gender		**2024**		**2023**	
Countries	**UoM**	**Male**	**Female**	**Male**	**Female**
Argentina	%	555.8%	701.4%	337.4%	400.4%
Australia		115.3%	115.3%	114.7%	114.7%
Austria		101.4%	101.4%	-	-
Belgium		130.4%	130.4%	-	-
Brazil		148.7%	148.7%	181.0%	181.0%
Canada		152.5%	152.5%	100.0%	100.0%
China		260.2%	260.2%	-	-
France		106.9%	106.9%	108.8%	108.8%
Germany		205.8%	205.8%	179.4%	179.4%
Greece		156.0%	167.8%	-	-
India		-	-	-	-
Italy		171.3%	188.2%	100.0%	100.0%
Jamaica		110.4%	110.4%	110.7%	110.7%
Japan		215.0%	219.0%	-	-
Mexico		-	-	177.0%	177.0%
Peru		447.4%	447.4%	-	-
Russian Federation		257.2%	295.6%	336.9%	366.8%
Singapore		126.9%	126.9%	-	-
South Africa		471.8%	504.6%	-	-
Spain		138.2%	135.7%	116.1%	147.8%
Switzerland		-	-	-	-
Ukraine		500.2%	460.5%	-	-
United Kingdom		121.7%	105.9%	117.5%	113.3%
United States		137.5%	122.0%	144.7%	144.7%

QUALITY METRICS

In 2024 the Group obtained GFSI (Global Food Safety Initiative) certification for the bottling site in Capilla del Senor. The full-year performance rate was 89.5% of bottles produced in GFSI certified sites.

GFSI Certification [1]	2024	2023
Bottles produced in GFSI certified sites (%)	89.5%	87.0%

(1) The perimeter for the purpose of calculating the % of bottles produced in GFSI-certified sites includes the bottles produced either at the Group's own factories or by its third-party manufacturers.

The company conducts monthly reviews of performance against the established targets. In 2024, Campari Group achieved a CPM index of 0.533, improving overall performance by 5.2% compared to 2023. No withdrawals or recalls from the market were recorded in 2024 and, as was the case in the previous year, there were no fines or disputes relating to Food Safety in 2024.

Complaints [1]	2024	2023
CPM (complaints received per million bottles produced)	0.533	0.562

(1) The perimeter for the purpose of calculating the CPM index includes the bottles produced either at the Group's own factories or by its third-party manufacturers.

APPENDIX C-TAX RISK MANAGEMENT

The Group upholds a Tax Strategy at global level on full compliance with applicable laws and regulations. It maintains a transparent relationship with tax authorities and adheres to an arm's-length principle in its transfer pricing policy across all Group entities, ensuring equitable taxation of profits. Recently, the Group introduced a Tax Control Framework, a robust system designed to identify, monitor, and manage tax risks, thereby minimizing the likelihood of tax law violations or lapses in adapting to regulatory changes.

APPROACH TO TAX

Davide Campari-Milano N.V. has been operating since its incorporation in Italy, in first instance in Sesto San Giovanni (MI), at the historical production site, and now in Novi Ligure, Canale D'Alba, Alghero and Caltanissetta. In July 2020, the Company transferred its registered office to the Netherlands, without dissolution and liquidation, converted its legal form into a Naamloze Vennootschap (N.V.) governed by Dutch law, but maintained all its operations and assets and its tax residence in Italy.
Campari Group's approach to tax seeks to enable and support the Group business strategy, as well as balance the various interests of the stakeholders including shareholders, governments, employees, customers, consumers and the communities in which the Group operates. Management and reporting of tax affairs ensure compliance with laws and consistency with international best practice guidelines, such as international accounting standards and the Organization for Economic Co-operation and Development ('OECD') Guidelines for Multinational Enterprises, along with the respect of the Group Code of Ethics published on the corporate website and inspired by cooperative and transparent behaviours, in order to minimize the impact of any tax and reputational risks.
With respect to intercompany transactions the Group follows a Transfer Pricing Policy, in line with the arm's length principle, an international standard established by the Model Tax Convention and referred to in the OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations (hereinafter also referred to as the 'OECD Guidelines'). Intercompany relations are structured at market prices and conditions, ensuring value creation in the places where the Group conducts its business. Based on the OECD Guidelines, the pricing method to be used to test the arm's length nature of a transaction between associated companies is one which is based on the facts and circumstances of the transaction under analysis, and which is able to provide the most reliable measure in line with the market.
Campari Group constantly commits itself to building a fair, constructive and collaborative relationship with tax authorities and administrations. In accordance with the described approach and with the fundamental values set forth in its Code of Ethics, the Group undertakes to establish a dialogue with the Tax Authority to deal with any tax-related issues.
Furthermore, the Group is strongly committed at worldwide level to increase its tax transparency and, as evidence of this, on October 29th, 2024, the Board of Directors of Davide Campari-Milano N.V. formally approved the contents of the Group's Tax Strategy, including the promotion of relations with the tax Authorities based on professional cooperation, fair information and transparency. Currently, the tax strategy is available on the Group's corporate website.

TAX GOVERNANCE, CONTROL AND RISK MANAGEMENT

The responsibility for managing tax issues falls within the Tax Department, which ultimately reports to the Chief Financial and Operating Officer. In more detail, taxation management is addressed to the Headquarter Tax Department, which avails of local teams in each country.
The Group Tax Department is responsible for coordination and support of the local teams, also with the assistance of tax advisors from leading firms/networks. Under the leadership of the Group Senior Tax Director, the Group tax function is organized and structured to cover the following areas: International Tax, Regional and Local Tax Compliance, Transfer Pricing&Custom compliance and Tax Risk Management.

Tax management mainly includes:

- determining Group Tax Guidelines, Tax Analysis and Governance;
- monitoring tax law developments;
- overseeing tax compliance of all the Group subsidiaries, in accordance with the Group's guidelines and rules;
- monitoring and updating Group Transfer Pricing Policy, to secure transfer pricing and custom compliance;
- supporting Local Finance Directors/ Managers on key transactions and fiscal deliverables;
- cooperating with other departments and/ or affiliates, providing valuable tax advice on several transactions, including mergers, acquisitions and restructuring;
- supporting affiliates on local tax audits and litigations.

Furthermore, in order to improve the Group tax compliance, Davide Campari-Milano N.V. has recently developed and implemented a Tax Control Framework through which fiscal risks are identified, monitored and managed, with respect to selected relevant processes.

STAKEHOLDER ENGAGEMENT AND MANAGEMENT OF CONCERNS RELATED TO TAX

Tax management is governed by the principles of transparency, collaboration, honesty, appropriateness and compliance with all tax legislation. Specific tax disclosures are included in the Group annual report, including Group tax rate analysis ('Taxation' of Campari Group Consolidated Financial statements at 31 December 2024).
The choice of countries where the Group operates is guided by business assessments and not by tax reasons.
As a general principle, tax compliance is considered a key area of the Group's ethical and responsible management and Campari Group's approach with tax authorities is always governed by transparency and collaboration principles, also in the case of tax audits, in line with the Group Code of Ethics and relevant regulations. So far, the Group has not received any solicitation from its stakeholders on tax issues.

2023 REPORTING (€ MILLION)

Data in columns 'Revenues', 'Profit (Loss) before income tax', 'Income tax paid (on cash basis)', 'Income tax accrued', 'Net tangible assets', 'Average number of employees' are stated considering the Country-by-Country Reporting approach, in line with GRI207 instructions.

For the list of legal entities that are part of Campari Group and a related brief activity description, refer to the table in 'Basis of consolidation' of the Campari Group Consolidated Financial statements at 31 December 2024.

Country	Revenues			Profit (loss) before income tax	Income tax paid (on cash basis)	Income tax accrued	Net tangibile assets	Average number of employees	Employees remunera-tion	Wht on employees remunera-tion	Social contribution	Total employees taxes (WHT+ Social Con-tribution)	VAT & Other Equivalent Sales Taxes	Excises
	Unrelated party	Related party	Total											
Argentina	149.4	3.2	152.5	-36.4	1.2	-	18.6	131	7.3	0.6	1.2	1.8	0.5	10.8
Austria	62.5	0.3	62.7	3.4	0.9	0.9	0.4	24	2.5	1.3	0.6	1.9	6.6	7.8
Australia	125.2	3.2	128.4	6.9	2.7	2.7	15.2	213	19.0	5.3	1.9	7.2	15.7	107.7
Belgium	54.3	0.1	54.3	2.9	0.7	0.8	0.4	41	4.7	1.5	0.8	2.3	3.9	4.0
Brazil	84.0	1.7	85.7	13.7	3.3	0.4	10.0	189	7.8	3.0	1.9	5.0	21.3	16.2
Canada	72.6	3.2	75.7	2.5	0.2	0.6	11.5	142	10.9	3.4	1.4	4.8	1.7	0.2
Switzerland	38.6	-	38.6	1.9	0.3	0.2	0.7	33	4.4	0.4	0.7	1.1	2.0	17.9
China	13.0	9.0	22.1	-6.1	0.6	1.9	0.1	28	2.9	-	0.3	0.3	0.9	-
Germany	255.7	0.9	256.6	13.6	1.4	4.4	1.6	147	12.9	4.2	2.2	6.4	55.0	69.1
Spain	36.9	-	37.0	0.8	1.0	0.1	0.1	66	4.7	1.2	1.1	2.3	5.3	5.3
France	264.0	117.0	381.0	8.8	24.0	15.8	85.1	472	26.0	2.5	14.0	16.6	26.1	6.9
United Kingdom	133.2	21.1	154.3	9.4	-	-	65.9	168	24.3	6.3	5.3	11.6	15.7	47.8
Greece	4.9	15.7	20.6	3.4	0.4	1.0	4.8	29	1.7	0.2	0.2	0.5	0.8	2.7
India	14.4	-	14.4	0.5	0.2	0.7	0.2	44	1.6	0.3	0.1	0.4	0.3	0.5
Italy	570.3	556.6	1,126.9	271.2	150.3	87.8	155.3	1,145	131.4	47.6	29.2	76.8	138.1	83.5
Jamaica	202.7	52.1	254.8	45.1	10.1	7.3	127.3	545	27.6	7.5	2.1	9.6	16.3	47.5
Japan	22.4	-	22.4	0.1	-	0.1	0.2	40	3.5	-	0.5	0.6	-	3.9
Mexico	63.8	217.1	280.9	0.9	-	-	168.6	450	14.1	3.1	2.3	5.3	0.1	22.2
New Zealand	19.1	10.0	29.2	-3.0	-	0.5	0.1	33	2.3	0.6	0.1	0.7	1.3	9.8
Peru	32.8	-	32.8	0.8	0.5	0.3	0.5	33	1.9	0.3	0.2	0.5	0.1	2.0
Russia	90.5	0.3	90.8	3.5	1.2	2.7	1.4	120	6.3	1.8	1.0	2.8	1.3	-
Singapore	21.6	11.4	32.9	-0.3	-	0.1	1.4	53	10.0	0.2	0.3	0.5	-	0.1
Ukraine	15.5	-	15.5	2.4	0.2	0.2	-	29	0.6	0.1	0.1	0.3	0.5	0.8
United States of America	829.5	70.9	900.5	70.3	5.4	3.0	285.8	597	94.1	4.9	5.1	10.0	0.1	123.8
South Africa	20.3	0.7	21.0	1.2	0.2	0.2	-	31	1.7	0.5	-	0.5	0.6	6.6
Korea	30.8	-	30.8	0.6	0.7	0.2	0.1	42	2.5	0.6	0.2	0.8	0.7	11.0
Hong Kong	3.1	-	3.1	-	-	-	0.7	6	0.6	-	-	-	-	-
Netherlands	-	-	-	-	-	-	-	1	-	-	-	-	-	-
Total	**3,228.1**	**1,094.5**	**4,322.7**	**418.1**	**205.7**	**132.1**	**955.2**	**4,852**	**426.4**	**97.5**	**73.0**	**170.5**	**314.9**	**607.9**

GOVERNANCE

CORPORATE BODIES

BOARD OF DIRECTORS[1]

Luca Garavoglia[2]	Chairman
Jean-Marie Laborde[2]	Vice-President and member of the Control, Risks and Sustainability Committee
Paolo Marchesini	Chief Financial and Operating Officer and interim co-Chief Executive Officer
Fabio Di Fede	Chief Legal and M&A Officer and interim co-Chief Executive Officer
Eugenio Barcellona[2]	Member of the Control, Risks and Sustainability Committee and the Remuneration and Appointment Committee
Alessandra Garavoglia[2]	
Emmanuel Babeau[2]	Member of the Remuneration and Appointment Committee
Margareth Henriquez[2]	
Robert Kunze-Concewitz[2]	
Christophe Navarre[2]	Member of the Remuneration and Appointment Committee
Lisa Vascellari Dal Fiol[2]	Member of the Control, Risks and Sustainability Committee

EXTERNAL AUDITOR[1]

EY Accountants B.V.

1 The Annual General Meeting held on 12 April 2022 appointed the new Board of Directors of Davide Campari-Milano N.V. (the 'Company' or 'Davide Campari' or 'Campari') for the three-year period 2022-2025 expiring at the end of the Annual General Meeting to be held in 2025, comprising Luca Garavoglia, Robert Kunze-Concewitz, Paolo Marchesini, Fabio Di Fede, Alessandra Garavoglia, Eugenio Barcellona, Emmanuel Babeau, Margareth Henriquez, Jean-Marie Laborde, Christophe Navarre and Lisa Vascellari Dal Fiol. The new Board of Directors, in the meeting held after the Annual General Meeting, confirmed for the same three-year period: (i) Luca Garavoglia as Chairman of the Board of Directors and (ii) Robert Kunze-Concewitz, Chief Executive Officer, Paolo Marchesini, Chief Financial and Operating Officer and Fabio Di Fede, Chief Legal and M&A Officer, as Executive Directors. Alessandra Garavoglia, Eugenio Barcellona, Emmanuel Babeau, Margareth Henriquez, Jean-Marie Laborde, Christophe Navarre and Lisa Vascellari Dal Fiol qualify as Non-Executive Directors. Emmanuel Babeau, Margareth Henriquez, Jean-Marie Laborde, Christophe Navarre and Lisa Vascellari Dal Fiol are qualified as independent directors pursuant to the Dutch Corporate Governance Code. Eugenio Barcellona, Jean-Marie Laborde and Lisa Vascellari Dal Fiol were also appointed as members of the Control, Risks and Sustainability Committee. Eugenio Barcellona, Emmanuel Babeau and Christophe Navarre were also appointed as members of the Remuneration and Appointment Committee. The Annual General Meeting held on 11 April 2024 appointed Matteo Fantacchiotti as Executive Director of the Company and Robert Kunze-Concewitz as Non-Executive Director effective following his decision to resign as Executive Director and Chief Executive Officer of the Company, effective as of the 2024 Annual General Meeting. On 17 September 2024, Matteo Fantacchiotti resigned as Executive Director and Chief Executive Officer of the Company, effective immediately. The Board of Directors on the same date appointed the Executive Directors Paolo Marchesini and Fabio Di Fede as interim co-CEOs and appointed the Non-Executive Director Jean-Marie Laborde as Vice-Chairman of the Board of Directors.

2 Non-Executive Director.

SHARES AND SHAREHOLDING STRUCTURE

I. SPECIAL VOTING MECHANISM

The articles of association ('Articles of Association') of Davide Campari-Milano N.V. (the 'Company' and, together with its subsidiaries, the 'Campari Group') include a mechanism based on the assignment to loyal shareholders of special voting shares, to which multiple voting rights are attached, in addition to the one voting right attached to each ordinary share (the 'Special Voting Mechanism') (a brief description of the control enhancing mechanism currently in force is available on the Company's website at the following link https://www.camparigroup.com/en/page/loyalty-shares).

The Special Voting Mechanism entails the possibility of assigning to loyal long-term shareholders: (i) two voting rights for each ordinary share held for an uninterrupted period of two years, through the assignment of a special voting share A ('Special Voting Share A')[1] ; (ii) five voting rights for each ordinary share held for an uninterrupted period of five years, through the assignment of a special voting share B ('Special Voting Share B')[1]; and (iii) ten voting rights for each ordinary share held for an uninterrupted period of ten years ('Special Voting Share C')[2] . The features of the special voting shares (A, B, C) are described in the Articles of Association as well as in the terms and conditions for special voting shares ('SVS Terms'). The special voting shares are not tradable on a regulated market.

The Special Voting Mechanism was introduced aimed at encouraging a capital structure more supportive of Campari's long-term growth strategy, i.e. organic growth combined with external growth, and rewarding a shareholder base with a long-term investment horizon.

Furthermore, Article 13.11 of the Articles of Association provides that holders of Special Voting Shares C have the right to exchange one Special Voting Share C, together with the corresponding ordinary share, for one special ordinary share giving right to twenty votes (the 'Special Ordinary Share'). For a Special Voting Share C and the corresponding ordinary share to qualify for conversion into a Special Ordinary Share giving twenty votes, a Campari shareholder must hold a Special Voting Share C during the designated conversion period.

There will be two windows where holders of Special Voting Shares C may apply for conversion of such shares, together with the corresponding qualifying ordinary shares, into Special Ordinary Shares: (i) the first conversion period will start on 1 November 2028 and end on 30 November 2028; and (ii) the second conversion period will start on 1 November 2030 and end on 30 November 2030.

The second conversion period allows all ordinary shares as of 30 November 2020 to qualify for conversion into Special Ordinary Shares. Indeed, all shareholders who opted to become eligible for special voting shares before 30 November 2020 may qualify for holding Special Voting Shares C and therefore for being entitled to such conversion into Special Ordinary Shares during the second conversion period. The Special Ordinary Shares have equal economic and administrative rights as the existing ordinary shares and will not be listed on a regulated market. The Special Ordinary Shares Terms approved by the Company set forth the features of the Special Ordinary Shares.

1 Each Special Voting Share A carries one additional vote.
2 Each Special Voting Share B carries four additional votes.
3 Each Special Voting Share C carries nine additional votes.

II. MAJOR SHAREHOLDERS

Based on the information included in the Company's shareholder register, the regulatory filings with the AFM and the other sources available to the Company, the shareholders holding an interest in excess of three percent of issued capital and/or voting rights of the Company, as of 31 December 2024, are the following.

Shareholders	Ordinary shares(1)	% of Ordinary shares	Special Voting Shares A(2)	Special Voting Shares B(2)	SVS A + SVS B voting right	Ordinary shares + SVS A + SVS B voting right	% of Ordinary shares + SVS A + SVS B
Lagfin S.C.A., Société en Commandite par Actions-Italian Branch	636,921,699	51.73%	31,700,000	592,416,000	2,401,364,000	3,038,285,699	82.58%
Other shareholders	565,582,802	45.93%	8,756,589	1,565,404	15,018,205	580,601,007	15.78%
Treasury shares(3)	28,763,237	2.34%	31,240,349	40,000	31,400,349	60,163,586	1.64%
Total	1,231,267,738	100.0%	71,696,938	594,021,404	2,447,782,554	3,679,050,292	100.0%

(1) Ordinary shares are listed, freely transferable and each of them confers the right to cast one vote.
(2) Special voting shares do not confer economic rights, are not listed and are not transferable.
(3) Includes Special Voting Shares A transferred to the Company upon the sale of qualifying ordinary shares by the selling shareholder in accordance with clause 11.5 of the SVS Terms.

The Company is controlled by the Italian Branch of Lagfin S.C.A., Société en Commandite par Actions with 82.58% of voting rights as of 31 December 2024. The Company's Chairman Luca Garavoglia indirectly controls Lagfin S.C.A., Société en Commandite par Actions and is thus the controlling shareholder of the Company.

CORPORATE GOVERNANCE REPORT

I. ISSUER PROFILE

The Company is a public limited liability company incorporated under the laws of the Netherlands.
Campari's ordinary shares are listed on Euronext Milan, a regulated market organized and managed by Borsa Italiana S.p.A. (the 'Italian Stock Exchange').
As regards its corporate governance, the Company complies with the Dutch Corporate Governance Code (the 'DCGC') which contains principles and best practice provisions that regulate relations inter alia between the board of directors and shareholders, including the general meeting of listed companies. Such principles may be regarded as reflecting the general views on good corporate governance and create a set of standards governing the conduct of the listed companies' corporate bodies. On 20 December 2022, an updated DCGC was published, which applies to the financial years starting on or after 1 January 2023.
In this report the Company addresses its overall corporate governance structure. The Company discloses and intends to disclose any departure from the principles and the best practice provisions of the DCGC in this and in its future annual reports.
The Company has elected the Netherlands as its home Member State pursuant to Directive 2004/109/EC of the European Parliament and of the Council of 15 December 2004, as subsequently amended and restated.
With a presence in over 190 countries and a 160-year legacy of building iconic brands, our growth, success and impact continue to be driven by the following values that guide business and day to day activities: Integrity, Passion, Pragmatism, Togetherness.
Campari's mission to be '*the smallest big company in the spirits industry building iconic brands and superior financial returns, together with inspired and passionate Camparistas*' reinforces a shared commitment to valued customers, shareholders and employees. This commitment requires confidence and trust in Campari brands, people and conduct; a commitment that is therefore built on honesty, transparency, propriety, integrity.

II. BOARD OF DIRECTORS

APPOINTMENT OF DIRECTORS AND COMPOSITION OF THE BOARD OF DIRECTORS

The Company has adopted a one-tier governance structure, without a board of statutory auditors.
As provided in the Articles of Association, the Company has a board of directors consisting of at least three and at most fifteen directors ('Board of Directors'), comprising both Executive Directors having responsibility for the day-to-day management of the Company ('Executive Directors') and Non-Executive directors not having such day-to-day responsibility ('Non-Executive Directors', and together with the Executive Directors, the 'Directors'). The total number of Directors, as well as the number of Executive Directors and Non-Executive Directors, is determined by the Board of Directors.
Directors are appointed by the general meeting of the Company ('General Meeting'). The Board of Directors nominates a candidate for each vacant seat. A nomination by the Board of Directors is binding. However, the General Meeting may deprive the nomination of its binding character by a resolution passed with an absolute majority of the votes cast. If the binding nomination is not deprived of its binding character, the person nominated will be deemed appointed. If the nomination is deprived of its binding character, the Board of Directors is allowed to make a new binding nomination. Pursuant to the Articles of Asso-

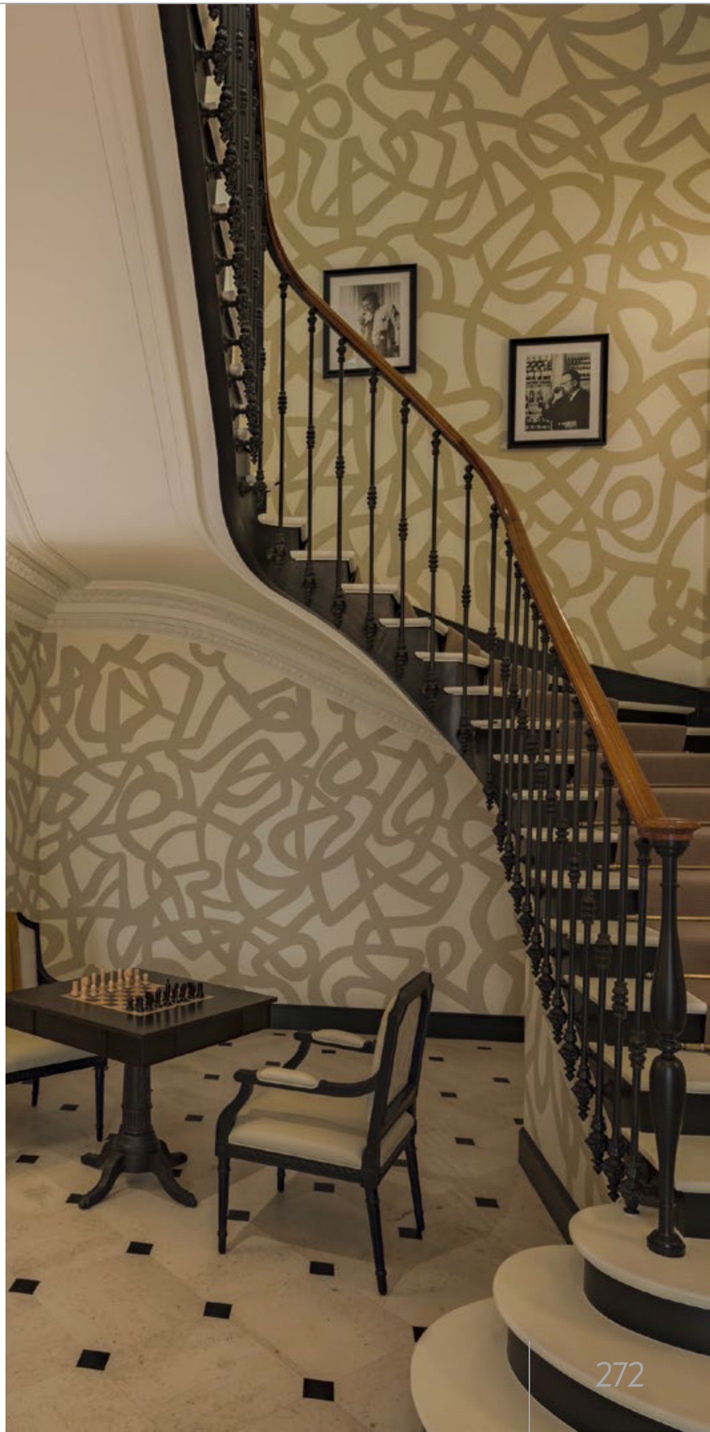
ciation and the DCGC, the term of office of Directors may not exceed a maximum period of four years.
The Board of Directors currently consists of eleven members. All of them, with the exception of Simon Hunt (see below) were appointed by the General Meeting held on 12 April 2022 and they will remain in office for a three-year period expiring at the closure of the annual General Meeting to be held in 2025. A total of five directors (Emmanuel Babeau, Margareth Henriquez, Jean-Marie Laborde, Christophe Navarre and Lisa Vascellari Dal Fiol) are considered independent within the meaning of the DCGC.
Robert Kunze-Concewitz retired from his role effective as of the annual General Meeting of 11 April 2024, after having informed the Board of Directors in September 2023. In accordance with the Campari Group's succession planning process, the Board of Directors, after consultation with the Remuneration and Appointment Committee has selected Matteo Fantacchiotti, Managing Director Asia Pacific, as the new Chief Executive Officer nominee. Matteo Fantacchiotti has been appointed Deputy Chief Executive Officer, until his actual nomination as Chief Executive Officer of the Company and Executive Director, happened during 2024 Annual General Meeting, held on 11 April. After retiring, Robert Kunze-Concewitz has become Non-Executive Director of the Company. During the meeting of the Board of Directors held on 17 September 2024, Matteo Fantacchiotti resigned as Executive Director and Chief Executive Officer of the Company, effective immediately. In the same occasion the Executive Directors Paolo Marchesini and Fabio Di Fede were appointed as ad interim co-Chief Executive Officer and the Non-Executive Director Jean-Marie Laborde was appointed as Vice-Chairman of the Board of Directors. Paolo Marchesini and Fabio Di Fede were also appointed as executive members of a Leadership Transition Committee, chaired by Robert Kunze-Concewitz (non-executive Director); such Committee, together with the Remuneration and Appointment Committee, has been responsible for the identification of the new Chief Executive Officer, to be proposed to the Board of Directors. On 4 December 2024 the Board of Directors announced that Simon Hunt had been selected as the nominee for Chief Executive Officer of Campari Group. The selection was the result of a thorough assessment of both internal and external candidates by the Remuneration and Appointment Committee, the Leadership Transition Committee and the Board of Directors. In accordance with Dutch law, the Board of Directors has resolved to call an ad hoc General Meeting on 15 January 2025 to appoint Simon Hunt as Executive Director of Davide Campari-Milano N.V. During that extraordinary meeting a large majority of shareholders approved the appointment of Simon Hunt as Executive Director of the Board of Directors of the Company until the Annual General Meeting to be held in 2028. Pursuant to Dutch Law, the candidate's CV has been made available on the website, for shareholders' consultation, before the Extraordinary General Meeting.

The Company's Board of Directors is composed of the following members.

LUCA GARAVOGLIA
(CHAIRMAN, NON-EXECUTIVE DIRECTOR)
Luca Garavoglia was born in Milan, Italy in 1969. He holds a degree in Business from Bocconi University in Milan. Since 1994, he is the Chairman of the Board of Directors of Davide Campari-Milano N.V. Since he took such office, the Campari Group has experienced a material expansion through a combination of organic growth and selective acquisitions of brands and businesses over various geographies and categories, thus becoming the sixth-largest player worldwide in the global spirits industry, trading in over 190 nations around the world with leading positions in Europe and the Americas (creating a portfolio of over 50 premium and super premium brands). Moreover, during his tenure, significant corporate transactions have been successfully pursued, such as, among others, the IPO of Davide Campari-Milano S.p.A. on the Italian Stock Exchange in 2001, the issuance of several Eurobonds and of a convertible bond and the transfer of the corporate seat to the Netherlands.
He is also Vice President, Member of the Board of Directors, Member of the Presidency Committee of Assonime-associazione fra le società italiane per azioni, Member of the Board of Directors of Campari Schweiz A.G., Member of the International Advisory Committee on Corporate Policy of Fundacion San Telmo and Member of the Leadership Board of Cleveland Clinic International.

PAOLO MARCHESINI
(EXECUTIVE DIRECTOR, CHIEF FINANCIAL AND OPERATING OFFICER)
Paolo Marchesini was born in Milan in 1967. He graduated at the Bocconi University of Milan in Economics and Management and thereafter joined an advisory firm in 1991. Since 1993, he is a Professional Chartered Accountant and a Registered Accounting Auditor of the Italian Ministry of Economy and Finance. Paolo joined Campari Group in 1997 and in 2000 he was appointed Group Chief Financial Officer. In 2001, he joined the Board of Directors of Davide Campari-Milano S.p.A. and was appointed Managing Director in 2004. Thereafter he assumed the responsibility for the following Group's functions: Global Business Services, Information Technology and Global Supply Chain. Paolo was appointed in 2022 Group Chief Operating Officer, alongside the position already covered of Group Chief Financial Officer. During his 27-year tenure at Campari Group he successfully managed in 2001 the Initial Public Offering of a 49% of the parent company's shares on the Italian Stock Exchange, and in 2020 the transfer of the listed company's registered office to The Netherlands. Moreover, he supported the acquisition and the subsequent integration of 39 businesses, for an aggregate consideration of €5,2 billion alongside the disposals of 12 tail brands, for an aggregate consideration of €0,5 billion. Most recently, following the recent $1,3 billion acquisition of the Courvoisier business, he managed a €650 million rights issue via an accelerated bookbuilding offering as well as a convertible bond of €550 million.
On 17 September 2024, he was appointed interim co-CEO, to fill in the CEO position's vacancy deriving from Matteo Fantacchiotti's decision to step down.

FABIO DI FEDE
(EXECUTIVE DIRECTOR,
CHIEF LEGAL AND M&A OFFICER)
Fabio Di Fede was born in France in 1972. After completing a Master in International Business Law at the University of Aix-Marseille, he graduated from the Master of Commerce Program of the University of Sydney. He began his career at EY in Monaco and then joined Campari Group in 1999 as International Legal Counsel to become Business Development Manager in 2003. He then joined Campari International in 2008 to take the Market Development Director role, quickly rising to the position of Deputy Managing Director the following year. In March 2011, Fabio Di Fede was appointed Managing Director International. After serving as CEO of a family office based in Monaco, Fabio Di Fede joined the Société des Produits Marnier-Lapostolle in May 2016 as Managing Director. Starting from 1 January 2018, Fabio Di Fede holds the position of Chief Legal and M&A Officer and also the position of secretary of the Board of Directors. On 17 September 2024, he was appointed interim co-CEO, to fill in the CEO position's vacancy deriving from Matteo Fantacchiotti's decision to step down.



ROBERT KUNZE-CONCEWITZ
(NON-EXECUTIVE DIRECTOR)
Robert Kunze-Concewitz, an Austrian citizen, was born in Istanbul, Turkey in 1967. After graduating from Hamilton College (USA), he earned an MBA from Manchester Business School. Bob joined Procter&Gamble as Financial Planning and Analysis analyst, a position that he covered for two years. He then continued his career in the marketing department occupying various positions of increasing responsibility within an international realm. Following numerous assignments in strategic planning and business ownership he became Group Marketing Director in the Global Prestige Products division. He joined the Campari Group as Group Marketing Director in October 2005 developing and implementing new marketing strategies for the Campari Group's international brands. In May 2007, he was appointed Chief Executive Officer and officially retired in April 2024. He is also a non-executive director of Imperial Brands PLC and Luigi Lavazza S.p.A. and member of the Supervisory Board of Carlsberg A.S..

EMMANUEL BABEAU
(NON-EXECUTIVE DIRECTOR)
Emmanuel Babeau was born in Paris, France in 1967. He started his career in 1990 at Arthur Andersen, and from 1993 to 2009, he progressed through various positions at Pernod Ricard, a beverage company, the latest being Chief Financial Officer and Group Deputy Managing Director. He joined Schneider Electric, an energy and automation digital solutions company, in 2009 as Executive Vice President Finance and a member of the Management Board. He served as the Deputy Chief Executive Officer of Schneider Electric; in this position he was in charge of Finance and Legal Affairs. He was appointed as PMI Chief Financial Officer in May 2020. He also served on the board of Sanofi S.A. from 2018 until 2020, and as a non-executive Director at Sodexo, a French food services and facilities management company, from January 2016 until December 2021.

EUGENIO BARCELLONA
(NON-EXECUTIVE DIRECTOR)
Eugenio Barcellona was born in Catania, Italy in 1969. He graduated in law from the University of Catania in 1993 and subsequently he specialized in corporate law at the Catholic University of the Sacred Heart (*Università Cattolica del Sacro Cuore*) of Milan writing his first monograph. From 1994 to 1995 he was Visiting Scholar at Harvard Law School in Cambridge, MA, and in 2001 at the Law School of the Albert-Ludwigs-Universität, in Freiburg, Germany. In 1996 he joined Grande Stevens Law Firm in Turin, Italy, where he became equity partner in 2000. In 2011 he joined the partnership of Pedersoli Studio Legale and in 2024 PedersoliGattai, where he is practising corporate and commercial law and litigation still today. Since 2005, he is Associate Professor of Corporate Law at the University of Eastern Piedmont. In 2023, he has been appointed as secretary of the board of directors of Stretto di Messina S.p.A. as well as member of the advisory committee of the European Law Institute Project on Enterprise Foundations in Europe. Eugenio Barcellona is author of several articles and books in corporate and financial law relating in particular to governance issues, including the relationship existing between the corporate purpose of the modern companies and the new ESG principles and related applicable legal framework, agency problems and gatekeepers' institution.

ALESSANDRA GARAVOGLIA
(NON-EXECUTIVE DIRECTOR)
Alessandra Garavoglia was born in Rome, Italy in 1960. She holds a degree in Foreign Languages and Literature from Università degli Studi in Milan. In 1998, she was appointed as a member of the Board of Directors of the Campari Foundation and in 2006 she was appointed as Chairman and as of 2024 she continued to be in charge of both roles. The purpose of the Campari Foundation is to pursue social solidarity and, in particular, to promote aid, training, education and charity for the benefit of all deserving individuals.

MARGARETH HENRIQUEZ
(NON-EXECUTIVE DIRECTOR)
Margareth Henriquez was born in Caracas, Venezuela in 1956. She is a seasoned professional with over 46 years of experience, 34 of which she has spent as President and/or CEO of multinational or global companies in Venezuela, Mexico, Argentina and now in France. Throughout her career, she has played a significant role in the growth of various companies involved in the production and distribution of wine, spirits, food, and crystal. Margareth Henriquez has made substantial contributions to the wine industry in Argentina, where she spent eight years as the head of Moët Hennessy's properties. Her deep connection with viticulture and winemaking has continued to influence her work in Champagne in France. In addition to her executive roles, Margareth has been actively involved in industry associations. She served as the president of the Association of Manufacturers in Venezuela and Mexico. Throughout her career, Margareth has held positions on international executive committees, including those of Seagram, Nabisco, Moët Hennessy (Latin America, Caribbean, Canada, and Middle East), Moët Hennessy Estates Wines, and Moët Hennessy International Executive Committee. She has also served on the board of Baccarat and is currently a member of the board of Campari. During her time in Mexico, Margareth, or Maggie as she is known, also shared her expertise as a professor at the Universidad Panamericana, teaching courses on new product development for international markets and strategic alliances. Margareth has also conducted seminars on a wide range of topics including wine, champagne, luxury brand building, strategy and marketing facing crisis, leadership, and women's development. She obtained her PhD degree in business from the Swiss Management Center University in 2020. From 2009 to 2022, she served as the President and CEO of the House of Krug in Reims, a prestigious champagne house known for its exceptional quality and craftsmanship. Currently, Margareth holds the position of CEO at Baccarat, a renowned French luxury Crystal maker. Outside of her professional endeavours, Margareth is a proud mother of two boys and a grandmother to five children.

JEAN-MARIE LABORDE
(NON-EXECUTIVE DIRECTOR)
Jean-Marie Laborde was born in Bordeaux, France in 1948. He holds a Master's Degree in Economics and an MBA of HEC business school. During his career, he has been a strategy adviser and a member of the board of directors of various companies operating, in particular, in the spirits business. Among the others, he was President and CEO of Campbell Distillers (1980-1984), Ricard (1984-1996), Moët and Chandon (Moët and Chandon, Dom Perignon, Ruinart, Pommery, Mercier) and Moët Hennessy-Diageo Joint-Venture for distribution in France (1996-2003). He was also chairman of Maxxium worldwide Amsterdam (2004-2009) and Group CEO of Remy Cointreau (2004-2014). As of today, he is member of the board of directors of various companies such as Spirit of Waterford Distillery Ltd. and Renegade Spirit Grenada Ltd.. He was appointed as Non-Executive Director of the Company in April 2022 and on 17 September 2024 he was also appointed Vice-Chairman of the Board of Directors.

CHRISTOPHE NAVARRE
(NON-EXECUTIVE DIRECTOR)
Christophe Navarre was born in Uccle, Belgium in 1958. He earned a degree in Business Administration from Liege University before joining the Continental Bank in 1980. He later moved to Exxon where he first held Marketing and Sales responsibilities with the Esso

Group. In 1989, he joined Interbrew where he successfully headed a number of subsidiaries while developing a strategy based on the promotion of premium brands and the launch of very innovative products. Starting as Managing Director of Brasseries Bellevue, he later became Chief Financial Officer of Interbrew Belgium, then President of Interbrew Italy before being appointed as the head of the French subsidiary in 1995. Christophe Navarre joined the LVMH Group in 1997 as President and CEO of JAS Hennessy and Co. where he was deeply involved in restructuring the company while securing its leading position in the cognac industry. In May 2001, he was appointed CEO of Moët Hennessy, the Wine and Spirits division of LVMH, the world's leading luxury good company. He managed the prestigious champagne brands Moët and Chandon, Dom Pérignon, Mercier, Veuve Clicquot, Ruinart and Krug as well as Hennessy, Glenmorangie and Ardbeg Scotch whiskies, Belvedere vodka and several New World wines. In October 2017 he left LVMH to start a new career as an entrepreneur and amongst other investments he created his own company in Monaco to become the main shareholder of Vivino. He is also member of the board of directors of Seven Tails Distillers, Groupe Alain Ducasse, Wine App (China), Société des Bains de Mer and President of the Board of Vinexposium and Dominique London.

LISA VASCELLARI DAL FIOL
(NON-EXECUTIVE DIRECTOR)
Lisa Vascellari Dal Fiol was born in Conegliano, Italy in 1983. She graduated in Law and Business Administration from Bocconi University in Milan (Bachelor's Degree in 2005 and Degree in 2008) and subsequently she specialized in Corporate Taxation always at Bocconi University (Master's Degree in 2012). After working as junior associate at PwC in Milan from 2007 to 2009, she joined an accounting firm in Milan from 2009 to 2011. From 2011 to 2021, she worked as an associate at Studio Legale e Tributario Biscozzi Nobili&Partners, tax and legal firm in Milan, gaining relevant experience on corporate and group taxation, national and cross border reorganizations, transfer pricing, patent box, support to start-up and SMEs on growth processes and corporate governance. As of today, she is an independent tax and corporate consultant, as well as start-up advisor. Lisa Vascellari Dal Fiol is also enrolled in the Italian Chartered Accountant Register (Ordine dei Dottori Commercialisti) and member of Nedcommunity, the association of non-executive directors. Lisa Vascellari Dal Fiol has developed relevant knowledge in Sustainability and ESG topics by attending several courses, among which: Master in 'Sustainability Strategy and Governance' at SDA Bocconi-School of Management; 'ESG Academy' by PwC; 'Assessing and managing ESG strategy at Board level', 'Gender equality in capital markets', 'Greenwashing and green claims' by Euronext Academy.

COMPETENCES

The Board of Directors is entrusted with the management of the Company. Each Director must act in the Company's interest and properly carry out the responsibilities assigned to them. Under Dutch law and the DCGC, the Company's interest extends to the interests of all its stakeholders, including its shareholders, creditors and employees. In accordance with the DCGC, the Board of Directors focuses on sustainable long-term value creation for the Company and its affiliated enterprise and takes into account the stakeholders' interests that are relevant in this context. The Executive Directors are responsible for the Company's day-to-day management, which includes, among other things, formulating its strategies and policies and setting and achieving its objectives. The Non-Executive Directors do not have day-to-day responsibility and are charged with the supervision of the Executive Directors, the general course of affairs of the Company and the Campari Group. The responsibility for the management of the Company is vested collectively in the Board of Directors.

The Board of Directors' contribution to sustainable long-term value creation and the strategy for achieving it are explained in the 'Sustainability statement' section of the Annual Report, which is referenced herein. The statement outlined the core ESG commitments, detailing the impact of the Group's products, services, and activities on people and the environment. It also explains how stakeholders' interests have been considered, the actions taken in this context, and the extent to which the set objectives have been achieved, addressing both short- and long-term developments.

This section was drawn up in accordance with applicable law in particular the Dutch Civil Code, and of the Dutch Decree on Non-Financial Information (Besluit bekendmaking niet-financiële informatie), which is a transposition of Directive 2014/95/ EU 'Disclosure of non-financial and diversity information' into Dutch law. The Board of Directors identifies and analyses risks associated with the strategy and activities of the company and its affiliated enterprises. The risk management and internal control system is an integral part of Campari Group's operations and culture and supports the efficiency and effectiveness of business processes, the reliability of financial and sustainability information and compliance with laws and regulations. The Internal Audit Function, through periodical assessments in all legal entities, identifies critical risks that may affect the attainment of business objectives and may jeopardize value creation. The results of the periodical assessments are evaluated by the Control and Risk Committee and are finally deemed to be approved by the Board of Directors. In the '*Risk management and Internal Control System*' section, the main risks are identified from both the financial and sustainability perspective.

BOARD REGULATIONS

The by-laws of the Board are complementary to the provisions regulating the Board of Directors and its members as contained in relevant laws and regulations and the Articles of Association. The by-laws of the Board describe the duties, tasks, composition, procedures and decision-making of the Board of Directors.

The meetings of the Board of Directors are in principle called by the chairman of the Board of Directors (the 'Chairman'). Save in urgent cases to be determined by the Chairman, the agenda for a meeting must be sent to all Directors at least seven calendar days before that meeting. Board of Directors' meetings are generally held at the offices of the Company in Italy but may also take place elsewhere. No meetings of the Board of Directors or meetings of a committee take place in the Netherlands. In addition, meetings of the Board of Directors may be held by conference call, video conference or by any other means of communication, provided all participants can communicate with each other simultaneously. A Director may be represented at Board of Directors' meetings by another Director holding a proxy in writing. Board of Directors' meetings are chaired by the Chairman or, in his absence, the Chief Executive Officer. The Directors endeavor to achieve that resolutions are, as much as possible, adopted unanimously. Each Director has the right to cast one vote. Where unanimity cannot be reached, all resolutions of the Board of Directors are adopted by an absolute majority of the votes cast. The Board of Directors has not designated types of resolutions which are subject to deviating requirements. At a meeting, the Board of Directors may only pass resolutions if the majority of the Directors then in office are present or represented. On 14 December 2023 the by-laws of the Board were amended in compliance with the new DCGC. The amendments confirm that the Board of Directors develops a view on sustainable long-term value creation by the Company and its affiliated enterprise and formulates a strategy in line with this.

INDEMNIFICATION OF DIRECTORS

Pursuant to the Articles of Association, to the extent permitted by applicable laws, the Company will indemnify and hold harmless each Director, both former members and members currently in office ('Indemnified Person'), against any and all liabilities, claims, judgments, fines and penalties ('Claims') incurred by the same as a result of any expected, pending or completed action, investigation or other proceeding, whether civil, criminal or administrative ('Legal Action'), of or initiated by any party other than the Company itself or a group company (*groepsmaatschappij*) thereof, in relation to any acts or omissions in or related to his capacity as an Indemnified Person. Notwithstanding the above, no indemnification shall be made in respect of Claims in so far as they relate to the gaining in fact of personal profits, advantages or remuneration to which the Director was not legally entitled, or if the Indemnified Person has been adjudged to be liable for wilful misconduct (opzet) or intentional recklessness (*bewuste roekeloosheid*). The Company has in place an adequate insurance covering the above claims against Directors currently in office and former Directors (D&O insurance). Also in case of a Legal Action against the Indemnified Person by the Company itself or its group companies (*groepsmaatschappijen*), the Company will settle or reimburse to the Indemnified Person his reasonable attorneys' fees and litigation costs, but only upon receipt of a written undertaking by that Indemnified Person that he will repay such fees and costs if a competent court in an irrevocable judgment has resolved the Legal Action in favour of the Company or the relevant group company (*groepsmaatschappij*) rather than the Indemnified Person.

CONFLICT OF INTEREST: DIRECTORS' INTERESTS AND RELATED PARTY TRANSACTIONS POLICY

Pursuant to the Articles of Association, a Director having a conflict of interests or an interest which may have the appearance of such a conflict of interests, must declare the nature and extent of that interest to the other Directors. A Director may not participate in deliberating or decision-making within the Board of Directors, if with respect to the matter concerned, he or she has a direct or indirect personal interest that conflicts with the interests of the Company and the business connected with it. Where conflict of interests matters occurred, the Board of Directors has resolved upon such matters in compliance with the provisions of the Articles of Association. The Company has adopted a related party transaction policy in line with the Dutch corporate law framework. Pursuant to the related party transaction policy of the Company, the decision-making process of a related party transaction is structured as follows: all related party transactions that potentially fall within the scope of Sections 2:167 up to and including 2:170 of the Dutch Civil Code are submitted to the Control, Risks and Sustainability Committee. The Control, Risks and Sustainability Committee will consider all relevant facts and circumstances of the transaction (including without limitation the commercial reasonableness of the terms, the benefit and perceived benefit to the Company, opportunity costs of alternate transactions, the materiality and nature of the related party's direct or indirect interest, and the actual or apparent conflict of interest of the related party); following its review, the Control, Risks and Sustainability Committee will submit for approval of the Board of the Directors only transactions which are 'material' pursuant to Section 2:167 of the Dutch Civil Code and not concluded in the ordinary course of business and on normal market terms; the Board of Directors will examine and eventually approve these 'material' transactions and give appropriate disclosure of such approval through a press release. There have been no such related party transactions as referred to above in 2024. In accordance with the applicable provisions of the Dutch Civil Code, the following are excluded from the scope of the policy: (i) transactions between subsidiaries or the Company and a subsidiary; (ii) transactions concerning the remuneration of Directors pursuant to Section 2:135 of the Dutch Civil Code, and (iii) transactions offered to all shareholders on the same terms with due observance of the equal treatment of shareholders.

COMMITTEES

The Company has established two internal committees within its Board of Directors: (i) a Control, Risks and Sustainability Committee, which operates as an audit committee pursuant to Dutch law and the DCGC, and (ii) a Remuneration and Appointment Committee, combining the remuneration and selection and appointment committee within the meaning of the DCGC, for the reasons specified in paragraph 13 of this governance report (*'Compliance with the DCGC'*). The Board of Directors approved 'Terms of Reference' for each internal committee. The composition of the committees is determined by the Board of Directors. The Board of Directors remains collectively responsible for the decisions taken by the committees. Each committee may only exercise such powers as are explicitly attributed to it by the Board of Directors and may never exercise powers beyond those exercisable by the Board of Directors as a whole. In accordance with best practice provision 2.3.5 of the DCGC, the Non-Executive Directors have been regularly informed by each committee of their deliberations and findings and these were taken into account when drafting this report.

III. CONTROL, RISKS AND SUSTAINABILITY COMMITTEE

FUNCTIONS

The Control, Risks and Sustainability Committee, which also supports the internal Sustainability function, evaluating the company's Sustainability strategy, carries out the following functions pursuant to Dutch law, the DCGC and the Terms of Reference of the Control, Risks and Sustainability Committee:

a) monitoring the financial-accounting process and the efficiency of the internal control system, the internal audit system and the risk management system with respect to financial reporting and sustainability matters;

- monitoring the statutory audit of the annual accounts, and process of such audit;
- reviewing and monitoring the independence of the external auditor and adopting procedures relating to the selection of the external auditor and other services provided by the external auditor to the Campari Group;
- undertaking preparatory work for the Board of Directors' decision-making regarding the supervision of the integrity and quality of the Company's financial reporting and the effectiveness of the Company's internal risk management and control systems.

Among other things, it focuses on monitoring the Executive Directors regarding (i) relations with, and compliance with recommendations and following up of comments by, the internal and external auditors, (ii) the funding of the Company and (iii) the Company's tax policy.

COMPOSITION

The Control, Risks and Sustainability Committee currently consists of Jean-Marie Laborde (Chairman), Eugenio Barcellona and Lisa Vascellari Dal Fiol (who is an expert in accounting and auditing matters, including competence in the preparation and auditing of the financial statements, as required by best practice provision 2.1.4 of the DCGC). All members of the Control, Risks and Sustainability Committee, except for Eugenio Barcellona, are independent within the meaning of the DCGC. Upon invitation of the committee the external auditor attended certain committee meetings when deemed appropriate due to the matters discussed. The number of meetings of the Control, Risks and Sustainability Committee and the main items discussed or reviewed during these meetings have been set out in the report of the Non-Executive Directors below.

IV. REMUNERATION AND APPOINTMENT COMMITTEE

FUNCTIONS

The Remuneration and Appointment Committee carries out the following functions pursuant to DCGC and the Terms of Reference of the Remuneration and Appointment Committee:

a) making proposals to the Board of Directors about the remuneration policy for the Executive Directors and Non-Executive Directors, to be submitted to the General Meeting;

- making proposals about the remuneration of the Executive Directors, including, among others, the performance targets of the variable elements and the assignment of shares in accordance with the Long-Term Incentive plan;
- monitoring the adequacy of the remuneration policy and preparing the remuneration report;
- making recommendations on the composition of the Board of Directors considering the expertise and background of its members;
- making proposals for re-appointments;
- making proposals on the maximum number of directorships each Director can hold;
- upon request by the Board of Directors, analysing and preparing a report on potential conflicts of interest for Directors

deriving from having accepted positions on corporate bodies of other listed and/or unlisted companies.

Moreover, the Remuneration and Appointment Committee carries out consultative and advisory functions for the Board of Directors, as regards, in particular, the nomination and remuneration of managers with strategic responsibilities of the Company and the Campari Group, in particular by:

- expressing its prior opinion on proposed new appointments and/or changes to the Campari Group's senior management appointments that the Executive Director(s) intend(s) to submit to the Board of Directors;
- making proposals to the Board of Directors for determining the general policy regarding the remuneration of managers with strategic responsibilities;
- regularly assessing the adequacy, overall consistency and practical application of the general policy for the remuneration of managers with strategic responsibilities, obtaining information provided by the Executive Directors and/or by the Company's offices.

When performing its duties, the Remuneration and Appointment Committee takes the Company's Diversity Policy into consideration.

As explained under section 'Compliance with the DCGC', the Board of Directors has resolved that the Remuneration and Appointment Committee will not carry out the following functions:

- drawing up the selection criteria and appointment procedures for Directors;
- periodically assessing the size and composition of the Board of Directors;
- drawing up a plan for the succession of Directors; and
- periodically assessing the performance of individual Directors and reporting on this to the Board of Directors.

COMPOSITION

The Remuneration and Appointment Committee currently consists of Eugenio Barcellona (chairman), Emmanuel Babeau and Christophe Navarre. All members of the Remuneration and Appointment Committee, except for Eugenio Barcellona, are independent within the meaning of the DCGC. Non-members of the Committee attended certain Committee's meetings, upon invitation by the latter, to discuss specific items on the agenda. The number of meetings of the Remuneration and Appointment Committee and the main items discussed or reviewed during these meetings have been set out in the report of the Non-Executive Directors below.

V. INTERNAL CONTROL OVER FINANCIAL AND SUSTAINABILITY REPORTING

The Company has a system of administrative and accounting procedures in place that ensure a high degree of reliability in the system of internal control over financial and sustainability reporting.
During the year relevant audits have been conducted over sustainability topic in with the application of the Corporate Sustainability Reporting Directive.
The Company has adopted the processes necessary to align its own financial information control system with international best practice ensuring the reliability, accuracy and timeliness of its financial information.
For the specific purpose of guaranteeing a steady and efficient flow of financial and operational information between the Company and the subsidiaries, the Campari Group has a shared information system with verified and standardized access, supplemented by formalized operational guidelines.
Consolidated reporting is thus covered by a group 'accounting plan', by specific tools issued by the Company to the subsidiaries to produce accounting information for the purposes of consolidation, updated at least annually, and by a process for closing the financial statements, which sets out deadlines and methods for annual and interim closures of the accounts. Specific tools are also covering the preparation of the annual report in accordance with European Single Electronic Reporting Format ('ESEF'). For details for relevant activities performed, please refer to paragraphs 'Control, Risks and Sustainability Committee' and 'Internal Audit Function' of this governance section.
The Company is responsible, through the administrative department that deals with the consolidation process, for implementing and circulating the above documentation to Campari Group companies.
The Company's approach to assess, monitor and continuously update the internal control system for financial information focuses on the areas of greatest risk and/or importance and on risks of a material error (including due to fraud) in the components of the financial statements and the related information documents.

VI. INTERNAL AUDIT FUNCTION

The Company has a separate department for the internal audit function and the Board of Directors appoints the Head of Internal Audit. The Head of Internal Audit does not have any operating responsibilities and does not report to any managers working in operational areas, including administration and finance. Instead, he reports to the Chairman directly. The Chairman can ensure a more timely and accurate check of the activities carried out by the Head of Internal Audit than the Board of Directors, without compromising the autonomy and the independence of the Board of Directors.
The internal audit function:

- conducts checks to ensure the efficiency and suitability of the internal control and risk management system following the audit plan in compliance with applicable international standards;
- has direct access to all information needed to carry out his duties;
- provides regular updates on his activities to the Control, Risks and Sustainability Committee and the Board of Directors;
- performs investigations on specific events upon request of the Board of Directors or Executive Directors;
- checks any reports of breaches of the Code of Ethics and the Organizational, Management and Control Model, pursuant to Legislative Decree 231 of 8 June 2001, received in the e-mail inbox organismo231@campari.com or the 'Campari Safe Line' whistleblowing service, submitting them for assessment by the Control, Risks and Sustainability Committee;
- checks, based on the audit plan, the reliability of the IT systems used in the financial reporting systems; and
- oversees sustainability issues.

VII. SUPERVISORY BODY AND ORGANISATIONAL MODEL PURSUANT TO LEGISLATIVE DECREE 231 OF 8 JUNE 2001

In addition to the Non-Executive Directors charged with the supervision of the Executive Directors, the Company also has a supervisory body (Organismo di Vigilanza) adopted according to the 'Organization, Management and Control Model' (the 'Model') pursuant to the Italian Legislative Decree 231 of 8 June 2001.

Such corporate body is responsible for monitoring that the Company acts in compliance with the Model and for proposing updates required under Italian law. The Model is designed to prevent the offences specified in the Italian Legislative Decree 231 of 8 June 2001, with a focus on offences against the public administration, corporate and financial offences and breaches of health and safety regulations at work. The members of the supervisory body (Organismo di Vigilanza) are Enrico Colombo (chairman), Fabio Facchini and Lisa Vascellari Dal Fiol.

VIII. GENERAL MEETINGS

The main powers of the General Meeting relate to:

- the appointment, suspension and dismissal of Directors;
- the approval of the remuneration policy of the Board of Directors;
- the adoption of the annual report and declaration of dividends on shares;
- the release from liability of the Directors;
- the issuance of shares or rights to shares, restriction or exclusion of pre-emptive rights of shareholders and repurchase or cancellation of shares;
- amendments to the Articles of Association; and
- resolutions of the Board of Directors that would entail a significant change to the identity or character of the Company or its business.

Pursuant to Article 30 and subsequent of the Articles of Association, every year, no later than the end of June, a General Meeting shall be held. The agenda of such annual General Meeting shall include the following subjects:

- discussion of the report of the Board of Directors;
- discussion and adoption of the annual accounts;
- dividend proposal (if applicable);
- appointment of Directors (if applicable);
- appointment of an external auditor (if applicable);
- other subjects presented for discussion or voting by the Board of Directors and announced with due observance of the provisions of the Articles of Association, as for instance: (i) release of Directors from liability; (ii) discussion of the policy on reserves and dividends; (iii) designation of the Board of Directors as the body authorized to issue shares; and/or (iv) authorization of the Board of Directors to make the Company acquire own shares.

Other General Meetings may be held whenever the Board of Directors deems such to be necessary.

CALLING OF GENERAL MEETINGS

Notice of General Meetings is given by the Board of Directors with due observance of the statutory notice period of 42 days and stating, *inter alia*:

- the items to be discussed;
- the venue and time of the meeting;
- the requirements for admittance to the meeting as applicable;
- the address of the Company's website, and any other information as may be required by law.

Further communications which must be made to the General Meeting pursuant to the law or the Articles of Association can be made by including such communications either in the notice, or in a document which is available at the Company's office for inspection, provided a reference thereto is made in the notice itself. Notice of General Meetings will be given in accordance with the requirements of Dutch law and the rules and regulations applicable to the Company pursuant to the listing of its ordinary shares. The Board of Directors may determine that shareholders and other persons entitled to attend the General Meeting will be given notice of meetings exclusively by announcement on the website of the Company or through other means of electronic public announcement.

Shareholders and other persons entitled to attend the General Meeting, who, alone or jointly, meet the requirements set forth in Section 2:114a subsection 2 of the Dutch Civil Code, will have the right to request the Board of Directors to place items on the agenda, provided the reasons for the request must be stated therein and the request must be received by the Chairman or the Chief Executive Officer in writing at least 60 days before the date of the General Meeting.

Furthermore, shareholders solely or jointly representing at least ten percent of the issued share capital may request the Board of Directors, in writing, to call a General Meeting, stating the matters to be dealt with. If the Board of Directors fails to call a meeting, then such shareholders may, on their application, be authorized by the court in preliminary relief proceedings (*voorzieningenrechter van de rechtbank*) to convene a General Meeting. Such application may be rejected if the court is not satisfied that the applicants have previously requested the Board of Directors in writing to convene a General Meeting stating the exact subjects to be discussed.

VENUE
General Meetings may be held in Amsterdam or Haarlemmermeer (including Schiphol Airport).

CHAIRMAN
The General Meetings are chaired by the Chairman. However, the Board of Directors may also appoint another person to chair the General Meeting. The chairman of the meeting has all the powers deemed necessary to ensure the proper functioning of the General Meeting.

RIGHTS AT GENERAL MEETING AND ADMITTANCE
Each shareholder and each other person entitled to attend the General Meeting is authorized to attend, to speak at, and to the extent applicable, to exercise voting rights in the General Meeting. They may be represented by a proxy holder authorized in writing.

For each General Meeting, a statutory record date will be applied in order to determine in which persons voting rights are vested and which persons are entitled to attend the General

Meeting. The record date is the 28th day before the relevant General Meeting. The manner by which persons entitled to attend the General Meeting can register and exercise their rights are set out in the notice convening the meeting.

A person entitled to attend the General Meeting or his proxy may only be admitted to the meeting if he or she has notified the Company of his intention to attend the meeting in writing at the address and by the date specified in the notice of meeting. The proxy is also required to produce written evidence of his mandate.

The Board of Directors is authorized to determine that the voting rights and the right to attend the General Meeting can be exercised by using an electronic means of communication. If so decided, it will be required that each person entitled to attend the General Meeting, or his proxy holder, can be identified through the electronic means of communication, follow the discussions in the meeting and, to the extent applicable, exercise the voting right. The Company is authorized to apply such verification procedures as it reasonably deems necessary to establish the identity of the persons entitled to attend the General Meeting and, where applicable, the identity and authority of representatives. The Board of Directors may also determine that the electronic means of communication used must allow each person entitled to attend the General Meeting or his proxy holder to participate in the discussions. The Board of Directors may determine further conditions to the use of electronic means of communication, provided such conditions are reasonable and necessary for the identification of persons entitled to attend the General Meeting and the reliability and safety of the communication. Such further conditions will be set out in the notice of the meeting. The foregoing does, however, not restrict the authority of the chairman of the meeting to take such action as he or she deems fit in the interest of the meeting being conducted in an orderly fashion. Any non or malfunctioning of the means of electronic communication used is at the risk of the persons entitled to attend the General Meeting using the same.

The company secretary arranges for the keeping of an attendance list in respect of each General Meeting. The Directors have the right to attend the General Meeting in person and to address the meeting. They have the right to give advice in the meeting. Also, the external auditor of the Company is authorized to attend and address the General Meetings. The chairman of the meeting decides upon the admittance to the meeting of other persons.

The official language of the General Meetings is English.

VOTING RIGHTS AND ADOPTION OF RESOLUTIONS

Each ordinary share confers the right to cast one vote. Each Special Voting Share A confers the right to cast one vote, each Special Voting Share B confers the right to cast four votes and each Special Voting Share C confers the right to cast nine votes. Each Special Ordinary Share confers the right to cast twenty votes. Please see the paragraph 'Shares and Shareholding Structure' included in this governance section for further information on the Company's capital structure, the types of shares (i.e., ordinary shares and special voting shares), and related rights and obligations.

At the General Meeting, all resolutions will be adopted by an absolute majority of the votes validly cast, except in those cases in which the law or the Articles of Association require a greater majority. Blank and invalid votes will be regarded as not having been cast.

MEETINGS OF CLASSES OF SHARES

Meetings of holders of ordinary shares, Special Ordinary Shares, Special Voting Shares A, Special Voting Shares B, or Special Voting Shares C are held whenever the Board of Directors calls such meetings. Except as otherwise provided in the Articles of Association, all resolutions of a class meeting will be adopted by an absolute majority of the votes cast on shares of the relevant class, without a quorum being required.

MINUTES

Minutes of the proceedings at the General Meeting are kept by the company secretary and then signed by the chairman of the meeting and the secretary as evidence thereof. The minutes of the General Meeting are made available to the shareholders no later than three months after the end of the meeting, after which the shareholders have the opportunity to react to the minutes in the following three months. During 2024, the annual General Meeting was held on 11 April 2024. Minutes of this meeting are available on the Company's website.

IX. CODE OF ETHICS

The Campari Group observes the principles of loyalty, honesty, impartiality and aversion to conflicts of interest in carrying out its business and those of confidentiality, transparency and completeness in managing corporate information. The Company monitors the effectiveness of and the compliance with the code of ethics of the Campari Group ('Code of Ethics'). The Internal Audit function investigates violations of the Code of Ethics by periodical or ad hoc audits. Periodical reporting is delivered to the Chairman, the Executive Directors and the Control, Risks and Sustainability Committee.
In line with best practice provision 2.6.1 of the DCGC, the Campari Group has a whistleblowing system, available to employees, customers and suppliers, i.e., the Campari Group's stakeholders, to report any breaches of the Code of Ethics or irregularities in the application of internal procedures. This dedicated information channel is confidential and maintains the anonymity of the individuals making the report. The procedure for reporting actual or suspected irregularities within the Campari Group has been published on the company's homepage (for more information on the Campari Group whistleblowing system refer to 'Governance and policies related to Business conduct' in the 'Governance information' section of the Sustainability statement).

X. DIVERSITY

The Company believes that diversity in the composition of the Board of Directors is an important mean of promoting debate, balanced decision-making and independent actions of the Board of Directors. The Remuneration and Appointment Committee reviews the Diversity Policy, monitors its effectiveness and makes proposals or suggestions when new members of the Board of Directors are appointed.
The Diversity Policy gives weight to the following diversity factors in the composition of the Board of Directors: age, gender, expertise, professional background, nationality and independence. The Board of Directors and the Remuneration and Appointment Committee consider such factors when evaluating nominees for election to the Board of Directors. These factors were also taken into account when the Directors were proposed for appointment by the General Meeting in April 2022.
The Company has achieved the following tangible targets: (i) at least 30% of the seats of the Board of Directors are occupied by women and at least 30% by men and (ii) at least 30% of the Non-Executive Directors are women and at least 30% of the Non-Executive Directors are men.

On 1 January 2022, a new Dutch Act on gender diversity (*Wet inzake evenwichtige man vrouwverhouding in de top van het bedrijfsleven*) entered into force. Pursuant to this Act, the Company has to set appropriate and ambitious gender diversity target figures for the Executive Directors, Non-Executive Directors and management and draw up a plan to achieve these targets. In this context, 'appropriate' means that the targets depend on the number of Executive Directors, Non-Executive Directors and managers, and on the existing ratio between the men and women. In this context 'ambitious' means that the targets should aim to make the male-female ratio more balanced than the existing composition. As of 2024, the Company must report on the progress made annually to the Dutch Social and Economic Council within ten months after the end of the financial year and this information will also have to be included in the Company's Management Board Report.

Pursuant to the new Dutch Act on gender, on 21 February 2023 the Board of Directors of Davide Campari-Milano N.V. has resolved upon the setting of appropriate and ambitious gender diversity target figures for (i) the Executive Directors, (ii) the Non-Executive Directors and (iii) the Senior Management and the drawing up of a plan to achieve these targets. The gender diversity target figures and the plan for their achievement were determined as follows:

- EXECUTIVE DIRECTORS
  At least 33.33% female and 33.33% male Executive Directors by the renewal of the Board of Directors in 2028;

- NON-EXECUTIVE DIRECTORS
  At least 40% female and 40% male Non-Executive Directors by the renewal of the Board of Directors in 2025;

- SENIOR MANAGEMENT
  At least 40% female and 40% male members of Senior Management by the end of 2027. According to Campari Group organization, Senior Management includes all members of global, regional and local leadership teams that are in charge of leading business, functional teams and people. This comprises four layers (internally named Senior Executive, Executive, Senior Management and Management), to include from top to all positions reporting to general managers in large, medium and smaller markets (it does not include coordinators, supervisors, senior specialists, even if with people management responsibilities).

Within the above-specified timeframe, such targets will be taken into account with the aim of the relevant pursuit upon the occurrence of the renewals of the Board of Directors and in the hiring/HR resources management process.

As of today, 3 of the total 11 members of the Board of Directors (equal to 27% of the total members of the Board of Directors) and of the total 8 Non-Executive Directors are female (equal to 37% of the total Non-Executive Directors).

For more information on the Diversity topic refer to 'ESRS S1 Own workforce' in the Sustainability statement.

XI. INSIDE INFORMATION AND INSIDER DEALING

The Procedure for Processing and Managing Material and Inside Information defines the methods, timescales and responsibilities for assessing the confidentiality of information, the conditions under which it may be disclosed to the public and those relating to any delay in disclosing said information. The Relevant Managers (as defined in the Internal Dealing Procedure) may not conclude, directly or indirectly, on their own account or on behalf of third parties, Transactions (as defined in the Internal Dealing Procedure) within the 30 calendar days prior the announcement of an interim financial report (including quarterly reports) or a year-end financial report. The Company also maintains a so-called insider list which includes all persons who, in the exercise of their employment, profession or duty, have access to inside information.

XII. RELATIONS WITH INVESTORS

The Company values an open and constructive dialogue with its investors, both existing and potential ones. The Company communicates regularly with investors and financial market operators in general, in order to provide complete, accurate and timely information on its operations, while complying with the applicable confidentiality requirements for

certain types of information. Conversations with investors primarily take place during investor roadshows, investor conferences, company visits as well as in General Meetings but may also be held on a bilateral basis in case of one-to-one meetings. The initiative to enter into a conversation with an investor is generally taken by the Company, specifically by the Investor Relations department, the function responsible for managing dialogues with investors, or with the involvement of the Chief Executive Officer and Chief Financial Officer whenever appropriate. The Company adheres to all legal obligations relating to confidentiality, disclosure of inside information and equal treatment of investors and only discusses publicly known information in one-on-one meetings. The Company is committed to providing high quality and timely information to all investors in accordance with applicable law. Information will be made available on the Company's website: https://www.camparigroup.com/en/page/investors.
For information about the relationship between the Group and its stakeholders, including investors, please refer to the 'Engagement with Stakeholders' section in the 'General Information' of the Sustainability statement.

XIII. COMPLIANCE WITH THE DCGC

The Company endorses the principles and best practice provisions of the DCGC, except for the following best practice provisions which are explained below.

BEST PRACTICE PROVISION 2.2.5 OF THE DCGC (DUTIES OF THE SELECTION AND APPOINTMENT COMMITTEE)

Pursuant to best practice provision 2.2.5 of the DCGC, the Remuneration and Appointment Committee should, among others, (i) draw up the selection criteria and appointment procedures for Directors, (ii) periodically assess the size and composition of the Board of Directors and make a proposal for a composition profile of the Non-Executive Directors and (iii) draw up a plan for the succession of Directors.
After consultation with the Remuneration and Appointment Committee, the Board of Directors concluded that a succession plan for Executive Directors is unable to ensure, in the reality of corporate life, the timely replacement of Executive Directors who stand down from their positions on or before the completion of their mandate, when the composition of the Company's shareholder structure is also taken into consideration.
It was decided that such documents can easily become abstract statements of principles, perhaps produced with the help of expensive consultants, and often containing obvious recommendations for requirements of ability, professionalism and integrity that persons performing these roles should necessarily possess, or unhelpful, complicated procedures for the selection of ideal candidates.
The Board of Directors took this decision at its meeting on 12 March 2013 and, thereafter, when approving subsequent reports, believing it to be preferable, from the point of view of good corporate governance, for the Company not to incur expenses for activities that are of no clear benefit.
In addition, the Remuneration and Appointment Committee will not periodically assess the size and composition of the Board of Directors and its committees.

BEST PRACTICE PROVISIONS 2.2.6 AND 2.2.7 OF THE DCGC (BOARD EVALUATION)

Pursuant to best practice provisions 2.2.6 and 2.2.7 of the DCGC, Non-Executive Directors should periodically evaluate their own functioning, both individually and as a group, the functioning of the internal committees and the functioning of the Executive Directors, both individually and as a group. In addition, the Executive Directors should periodically evaluate their own function, both individually and as a group.
The Board of Directors held the view that the actual application of such assessments does not provide any significant benefits. It appears somewhat unlikely that those carrying out a self-assessment would give a negative opinion about the functioning of their own board, nor would they push for an opportunity to introduce new professional profiles without implicitly admitting that the current Directors did not have

the qualities needed to carry out their duties. Equally, the Board of Directors does not plan to entrust this assessment to a consultancy company, since this would certainly not satisfy the need for third-party independent judgement but would generate a cost for the Company.
The Board of Directors took this decision at its meeting on 12 March 2013 and, thereafter, when approving subsequent reports, believing it to be preferable, from the point of view of good corporate governance, for the Company not to incur expenses for activities that are of no clear benefit.

BEST PRACTICE PROVISIONS 2.1.7 AND 2.1.8 OF THE DCGC (INDEPENDENT DIRECTORS)

Pursuant to best practice provisions 2.1.7 and 2.1.8 of the DCGC, at most one Non-Executive Director is not required to meet the independence criteria as set out in the DCGC. In addition, for each shareholder, or group of affiliated shareholders, who directly or indirectly holds more than ten percent of the shares in the Company, there is at most one Non-Executive Director who may be affiliated with or representing such shareholder. In total, the majority of the Non-Executive Directors should be independent.
The Non-Executive Directors have determined that five of the eight Non-Executive Directors qualify as independent in accordance with the DCGC. It should be noted that:

- Luca Garavoglia and Alessandra Garavoglia do not qualify as independent, as they directly or indirectly control the Company's controlling shareholder Lagfin S.C.A., Société en Commandite par Actions which in turn, as of 31 December 2024, holds 51.73% of the Company's shares and 82.58% of the voting rights. It is believed, however, that the involvement of both Luca Garavoglia and Alessandra Garavoglia proves the commitment of the entire Garavoglia family to participate in the Company with spirit of homogeneity and compactness, in order to ensure continuity of control over the Company; and
- Eugenio Barcellona does not qualify as independent as he is a partner of a law firm that acts as advisor to the Company. It is believed, however, that Eugenio Barcellona's deep knowledge of the Company as well as his overall knowledge of laws and regulations make him a most valuable Non-Executive Director.

PRINCIPLE 2.3.2 OF THE DCGC (ESTABLISHMENT OF COMMITTEES)

Pursuant to best practice provision 2.3.2 of the DCGC, if the Board of Directors has more than four Non-Executive Directors, it shall appoint from among its members an audit committee, a remuneration committee and a selection and appointment committee.
The Company has combined the roles of the remuneration committee and the selection and appointment committee in one committee, the Remuneration and Appointment Committee. The Company feels that there would be no benefits for the Company, given its size and its organizational structure, in splitting the Remuneration and Appointment Committee as prescribed under the DCGC.

PRINCIPLE 2.3.6 OF THE DCGC (VICE-CHAIRMAN OF THE BOARD OF DIRECTORS)

Pursuant to Article 18.1 of the Company's Articles of Association, the Board of Directors may designate one or more other Directors as vice-chairman of the Board of Directors.
The chairman of the supervisory board should in any case ensure that, inter alia:

i. the supervisory board has proper contact with the management board;
ii. there is sufficient time for deliberation and decision-making by the supervisory board;
iii. the supervisory board members receive all information that is necessary for the proper performance of their duties in a timely fashion;
iv. the supervisory board and its committees function properly;
v. the management board performs activities in respect of culture;
vi. the supervisory board is involved closely, and at an early stage, in any merger or acquisition processes.

The chairman of the supervisory board should consult regularly with the chairman of the management board.
As explained in the paragraph 'Composition of Board of Directors' of this Governance report, in occasion of the Board of Directors' meeting held on 17 September 2024, the Board appointed Jean-Marie Laborde as vice-Chairman.

PRINCIPLE 3.1.2 OF DCGC (REMUNERATION POLICY)
The following aspects should in any event be taken into consideration when formulating the remuneration policy:

a) the objectives of the strategy for the implementation of sustainable long-term value creation within the meaning of best practice provision 1.1.1;
b) the scenario analyses carried out in advance;
c) the pay ratios within the company and its affiliated enterprise;
d) the development of the market price of the shares;
e) an appropriate ratio between the variable and fixed remuneration components. The variable remuneration component is linked to measurable performance criteria determined in advance, which are predominantly long-term in character;
f) if shares are being awarded, the terms and conditions governing this; and
g) if share options are being awarded, the terms and conditions governing this and the terms and conditions subject to which the share options can be exercised. In any case, share options cannot be exercised during the first three years after they are awarded.

No performance criteria are applied to share options that the Company typically grant but, since there are options vest five years after they are granted and all share options may be exercised in the two years following the vesting of the right, the Company believes that the share options are long-term in character.

XIV. DISCLOSURES PURSUANT TO DECREE ARTICLE 10 EU-DIRECTIVE ON TAKEOVERS

In accordance with the Dutch Decree Article 10 Takeover Director (Besluit artikel 10 overnamerichtlijn, the 'Decree'), the Company makes the following disclosures:

a) for information on the Company's capital structure, the types of shares (i.e., ordinary shares and special voting shares), and related rights and obligations, and the issued share capital, please see the paragraph 'Major Shareholders' of this governance section;

b) to summarize, the rights attached to ordinary shares and Special Ordinary Shares comprise pre-emptive rights upon the issue of ordinary shares (with the understanding that holders of Special Ordinary Shares will be entitled to the issue of Special Ordinary Shares in lieu of ordinary shares), the right to attend General Meetings and to speak and vote at such meetings and to resolve on the distribution of such amount of the Company's profit as remains after allocation to the reserves and the payment of a dividend of 1% of the amount paid on the special voting shares in accordance with the Articles of Association. For information on the rights attached to the special voting shares reference is made to the Articles of Association and the SVS Terms, which can both be found on the Company's website;

c) as of 31 December 2024, the issued share capital of the Company consisted of 1,231,267,738 ordinary shares, representing approximately 64.91 percent of the aggregate issued share capital, and 665,718,342 special voting shares, representing approximately 35.09 percent of the aggregate issued share capital;

d) the Company has imposed no limitations on the transfer of ordinary shares. Article 13 of the Articles of Association and the SVS Terms provide for transfer restrictions for special voting shares;

e) for information on participations in the Company's capital for which a disclosure obligation exists under Sections 5:34, 5:35 and 5:43 of the Dutch Financial Supervision Act (*Wet op het financieel toezicht*), please see the paragraph 'Major Shareholders' of this governance section. There you will find a list of shareholders who are known to the Company to have an interest of three percent or more at the stated date;

f) no special control rights or other rights accrue to shares in the capital of the Company other than the right of holders of ordinary shares to receive special voting shares if and when the terms and conditions as set out in Article 13.7 of the Articles of Association and the SVS Terms are met;

g) a mechanism for verifying compliance with a scheme allowing employees to subscribe for or to acquire shares in the capital of the Company or a subsidiary if the employees do not arrange for such verification directly is not applicable to the Company;

h) no restrictions apply to voting rights attached to shares in the capital of the Company, nor are there any deadlines for exercising voting rights. The Articles of Association allow the Company to cooperate in the issuance of registered depositary receipts for ordinary shares, but only pursuant to a resolution to that effect of the Board of Directors. The Company is not aware of any depository receipts having been issued for shares in its capital;

i) the Company is not aware of the existence of any agreements with shareholders which may result in restrictions on the transfer of shares or limitation of voting rights, except for the circumstance that, pursuant to Lagfin S.C.A., Société en Commandite par Actiones's articles of association, Lagfin S.C.A., Société en Commandite par Actiones's main corporate purpose is the holding and maintenance of a controlling stake in the Company;

j) the rules governing the appointment and dismissal of Directors are stated in the Articles of Association of the Company. Directors are appointed by the General Meeting. The Board of Directors nominates a candidate for each vacant seat. A nomination by the Board of Directors will be binding as described above in the section 'Board of Directors'. At a General Meeting, votes in respect of the appointment of a Director can only be cast for candidates named in the agenda of the meeting or explanatory notes thereto. The term of office of Directors may not exceed a maximum period of four years at a time. A Director who ceases office due to the expiry of his office is immediately eligible for reappointment;

k) each Director may be suspended or removed by the General Meeting at any time. A resolution of the General Meeting to suspend or remove a Director other than pursuant to a proposal by the Board of Directors requires an absolute majority of the votes cast. An Executive Director may also be suspended by the Board of Directors. A suspension by the Board of Directors may at any time be discontinued by the General Meeting. Any suspension may be extended one or more times but may not last longer than three months in the aggregate. If, at the end of that period, no decision has been taken on termination of the suspension or on removal, the suspension will end;

l) pursuant to Article 40 of the Articles of Association, the General Meeting may pass a resolution to amend the Articles of Association with an absolute majority of the votes cast, but only on a proposal of the Board of Directors. Any such proposal must be stated in the notice of the General Meeting. In the event of a proposal to the General Meeting to amend the Articles of Association, a copy of such proposal containing the verbatim text of the proposed amendment will be deposited at the Company's office, for inspection by shareholders and other persons entitled to attend the General Meeting, until the end of the meeting. Furthermore, a copy of the proposal will be made available free of charge to shareholders and other persons entitled to attend the General Meeting from the day it was deposited until the day of the meeting;

m) the general powers of the Board of Directors are stated in Article 17 of the Articles of Association and on 12 April 2022 each Executive Directors was granted a power of attorney to represent and act on behalf of the Company. According to Article 6.1 of the Articles of Association, the Board of Directors will be the competent corporate body to issue shares for a period of five years with effect from 27 November 2020. The Board of Directors is also authorized to limit or exclude pre-emptive rights of shareholders when issuing ordinary shares or granting rights to subscribe for ordinary shares, for the same term. After the five-year term, shares may be issued pursuant to a resolution of the General Meeting unless the Board of Directors is designated to do so by the General Meeting. Such designation can be made each time for a maximum period of five years and can be extended each time for a maximum period of five years. A designation must determine the number of shares of each class concerned which may be issued pursuant to a resolution of the Board of Directors. A resolution of the General Meeting to designate the Board of Directors as the body of the Company authorized to issue Shares can only be withdrawn at the proposal of the Board of Directors. The body of the Company resolving to issue Shares must determine the issue price and the other conditions of issuance in the resolution to issue;

n) after the five-year term, pre-emptive rights may be restricted or excluded by a resolution of the General Meeting. However, with respect to an issue of ordinary shares pursuant to a resolution of the Board of Directors, the pre-emptive rights can be restricted or excluded pursuant to a resolution of the Board of Directors if and insofar as the Board of Directors is designated to do so by the General Meeting;

o) pursuant to Article 9 of Articles of Association, the Company is entitled to acquire fully paid-up shares in its capital with due observance of the relevant statutory provisions. Acquisition of the Company's own shares for valuable consideration is permitted only if the General Meeting has authorized the Board of Directors to do so. Such authorisation will be valid for a period not exceeding eighteen months. The General Meeting must determine in the authorisation the number of shares which may be acquired, the manner in which they may be acquired and the limits within which the price must be set. The

Board of Directors may, without authorisation by the General Meeting, acquire its own shares for the purpose of transferring such shares to employees of the Company or of a group company (*groepsmaatschappij*) under a scheme applicable to such employees, provided such shares are listed on a stock exchange;

p) the Company is not a party to any significant agreements which will take effect, will be altered or will be terminated upon a change of control of the Company as a result of a public offer within the meaning of Section 5:70 of the Dutch Financial Supervision Act, provided that certain of the loan agreements entered into by the Company contain clauses that, as is customary for financing agreements of similar type, may require early repayment or termination in the event of a change of control of the Company;

q) the Company did not enter into any agreement with a Director or employee of the Company providing for a payment upon the termination of employment as a result of a public offer within the meaning of Article 5:70 of the Dutch Financial Supervision Act.

XV. REPORT OF THE NON-EXECUTIVE DIRECTORS

Below is provided the report of the Non-Executive Directors of the Company for the financial year 2024, as referred to in best practice provision 5.1.5 of the DCGC.

SUPERVISION BY THE NON-EXECUTIVE DIRECTORS

The Non-Executive Directors are in charge of supervising the policies implemented by the Executive Directors and the general affairs of the Company and its affiliated enterprise, including the deployment of the strategy of the Company regarding long-term value creation. The Non-Executive Directors contribute in creating sustainable long-term value by:

a) regular discussions on strategic matters with the Executive Directors during meetings of the Board of Directors, including, potential acquisitions and disposals, extraordinary transactions, financing operations, yearly budgets and long-term business plans and the annual, half yearly and quarterly financial reports;
b) monitoring progress on the global sustainability strategy and approving the Non-Financial Declaration contained in the annual report and the sustainability report;
c) in their quality as members of the Control, Risks and Sustainability Committee, they regularly examine the ESG matters including sustainability, diversity and climate implications addressing relevant actions in the Sustainability report accordingly. Campari Group's global sustainability strategy includes medium and long-term environmental targets, the global strategy on responsible consumption, the global framework on diversity, equity and inclusion and long-term commitments;
d) approving the contents of the remuneration policy taking into account the criteria detailed in the remuneration report.

The Non-Executive Directors have dealt with the mergers and acquisitions transactions carried out by the Campari Group, by giving a significant contribution to the decisional process leading to the approval of such transactions. The Board of Directors in 2024 approved a major acquisition: Courvoisier. The Non-Executive Directors had relevant and regular updates during the entire project and contributed to the process. The mergers and acquisitions transactions, in line with the external growth strategy of the Campari Group, have the specific purpose to create long-term value. Details are available in the corporate website.

COMMITTEES

The Board of Directors has allocated certain specific responsibilities to the Control, Risks and Sustainability Committee and the Remuneration and Appointment Committee. In

doing so, the Non-Executive Directors have also focused on the effectiveness of the Company's internal risk management and control systems, the integrity and quality of the financial and Sustainability statement and the risks associated. Further details on how these Committees have carried out their duties are set forth in the sections 'Control, Risks and Sustainability Committee' and 'Remuneration and Appointment Committee'. The Non-Executive Directors have been regularly informed by each committee of the results and recommendations of these meetings in accordance with best practice provision 2.3.5 of the DCGC, and the conclusions of those committees were taken into account when drafting this report of the Non-Executive Directors.

CONTROL, RISKS AND SUSTAINABILITY COMMITTEE

During 2024, the Control, Risks and Sustainability Committee:

a) assessed and expressed opinions on corporate risks brought to its attention by the Internal Audit function;
b) met the external auditor to verify the financial audit activities carried out ensuring a regular flow of information among the Internal Audit function, the Control, Risks and Sustainability Committee and the external auditor;
c) as to sustainability matters, assessed Campari Group's sustainability strategy examining the non-financial report as well as the report concerning the quality, health, safety, and environmental aspects of all Campari Group's production plants;
d) examined the audit results on co-manufacturing services provided to Campari Mexico S.A.;
e) examined the audit results on commercial function of Campari Argentina S.A.;
f) examined the audit results on Channel&Customer Marketing Function of J. Wray&Nephew Ltd;
g) examined the audit results on Supply Chain Function of Campari Australia PTY Ltd.;
h) examined the audit results on IT/Cyber-secu rity;
i) examined the audit results on J. Wray&Nephew Limited-Credit Management;
j) examined the audit results on J. Wray&Nephew Limited-Sustainability Indicators;
k) examined the Physical Count Program regarding the warehouses of finished products;
l) examined the raising risk in Campari Mexico S.A. de C.V.;
m) examined the audit results on the Arandas plant expansion in Campari Mexico S.A. de C.V.;
n) examined the audit results on Campari Mexico S.A. de C.V.-Sustainability Indicators;
o) examined the audit results on Campari Mexico S.A. de C.V.-Security;
p) examined the audit results on Financial Statements of Trans Beverage Co. Ltd.;
q) examined the audit results on the PTP Project in Campari India Pvt Ltd.; examined the audit results on the sustainability area in Glen Grant Ltd.;

r) examined the audit results on Campari Singapore PTE Ltd.;
s) examined the audit results on performance using drone count in Novi Ligure Plant;
t) examined the audit results on Global Travel Retail;
u) examined the procedure in case of parallel importation;
v) examined the assessment on Corporate Criminal Liability;
w) examined the Segregation of Duties and IT general controls;
x) examined the audit results on ingredients;
y) examined the Tax Control Framework Implementation;
z) examined the controls carried out over 2023 pursuant to Law No. 262 of 28 December 2005 and about the results of both data analytics controls, as well as manual controls;
aa) examined the progress made in implementing the Internal Audit recommendations;
ab) examined the results of investigations regarding the Campari Safe Line;
ac) examined the annual audit plan;
ad) approved the services other than statutory audit provided by the external auditor;
ae) examined and approved the annual report of the Data Protection Officer;
af) met with the Sustainability and Consolidated IFRS and CSRD Reporting teams, to examine the essential topics reported in the Sustainability statement with specific focus on the internal control system over ESG information;
ag) examined the Group Double Materiality process and results;
ah) examined the audit results on the renovation of the Campari UK headquarter;
ai) examined the audit results on agave procurement process;
aj) examined the audit results on Supply Chain Function of Campari do Brasil Ltda;
ak) examined the audit results on sustainability area on Sesto San Giovanni headquarters and Canale plant;
al) examined the 2024 Annual Report with external auditor EY;
am) examined the audit results on Fraud Risk Assessment;
an) examined IA's New Global Internal Audit Standards: GAP analysis and ESG impact.

The Non-Executive Directors have also examined the half year report reviewed by the Control, Risks and Sustainability Committee then approved by the Board of Directors.
During 2024, 10 meetings of the Control, Risks and Sustainability Committee took place with the attendance details provided in the Table below.

REMUNERATION AND APPOINTMENT COMMITTEE
The main activities carried out by the Remuneration and Appointment Committee during 2024 were as follows:

a) evaluation and approval of the proposal regarding the remuneration report;
b) examination of the corporate governance report pursuant to applicable law;
c) determination of the variable remuneration for the Executive Directors as per the applicable STI 2023 targets;
d) determination of the STI 2024 targets and base amounts for the Executive Directors;
e) approval of the proposal to grant PSU and RSU in favour of specific beneficiaries;
f) approval of Bob Kunze-Concewitz's LMI payout;
g) approval of Paolo Marchesini's LMI;
h) approval of Matteo Fantacchiotti's remuneration package;
i) approval of a long-term incentive plan for the members of the leadership team;
j) approval of a long-term incentive plan for selected employees;
k) approval of the severance amount in connection with the resignation of Matteo Fantacchiotti;
l) approval of the interim appointment as co-CEOs of Paolo Marchesini and Fabio Di Fede;
m) discussion on the succession plan of the CEO;
n) approval of Simon Hunt as new CEO nominee.

Two meetings of the Remuneration and Appointment Committee were held during the year, with details of attendance shown in the table below; taking into account the convening of extraordinary meetings of the Board of Directors, the Committee members also discussed and agreed on certain matters by correspondence, rather than at convened meetings. The Non-Executive Directors also examined the yearly report prepared by the Remuneration and Appointment Committee then approved by the Board of Directors. The Non-Executive Directors were able to review and evaluate the performance of the Remuneration and Appointment Committee. There is no need to amend the size or composition of the Remuneration and Appointment Committee.
The chairman of the Remuneration and Appointment Committee reports once a year to the Board of Directors on activities carried out, when the annual financial statements are approved. It considers that this frequency is preferable to providing an update at the first appropriate meeting, except in cases of particular importance and/or urgency.

INTERNAL AUDIT FUNCTION

The Company has a separate department for the internal audit function and the Board of Directors appoints the Head of Internal Audit. The main activities carried out by the Internal Audit function during 2024 were as follows:

a) audit on co-manufacturing services provided to Campari Mexico S.A.;
b) audit on commercial function of Campari Argentina S.A.;
c) audit on Channel&Customer Marketing Function ('CCM') of J. Wray&Nephew Ltd;
d) audit on Supply Chain Function of Campari Australia PTY Ltd.;
e) audit on IT/Cybersecurity;
f) audit on J. Wray&Nephew Limited-Credit Management;
g) audit on J. Wray&Nephew Limited-Sustainability Indicators; audit on Physical Count Program regarding the finished products warehouses;
h) audit on Campari Mexico S.A. de C.V.-rising risk;
i) audit on Campari Mexico S.A. de C.V.-Arandas Plant expansion;
j) audit on Campari Mexico S.A. de C.V.-Sustainability Indicators;
k) audit on Campari Mexico S.A. de C.V.-Security;
l) audit on Glen Grant Ltd.-Sustainability Area;
m) audit on Campari Singapore PTE Ltd.;
n) audit on drone count in Novi Ligure Plant;

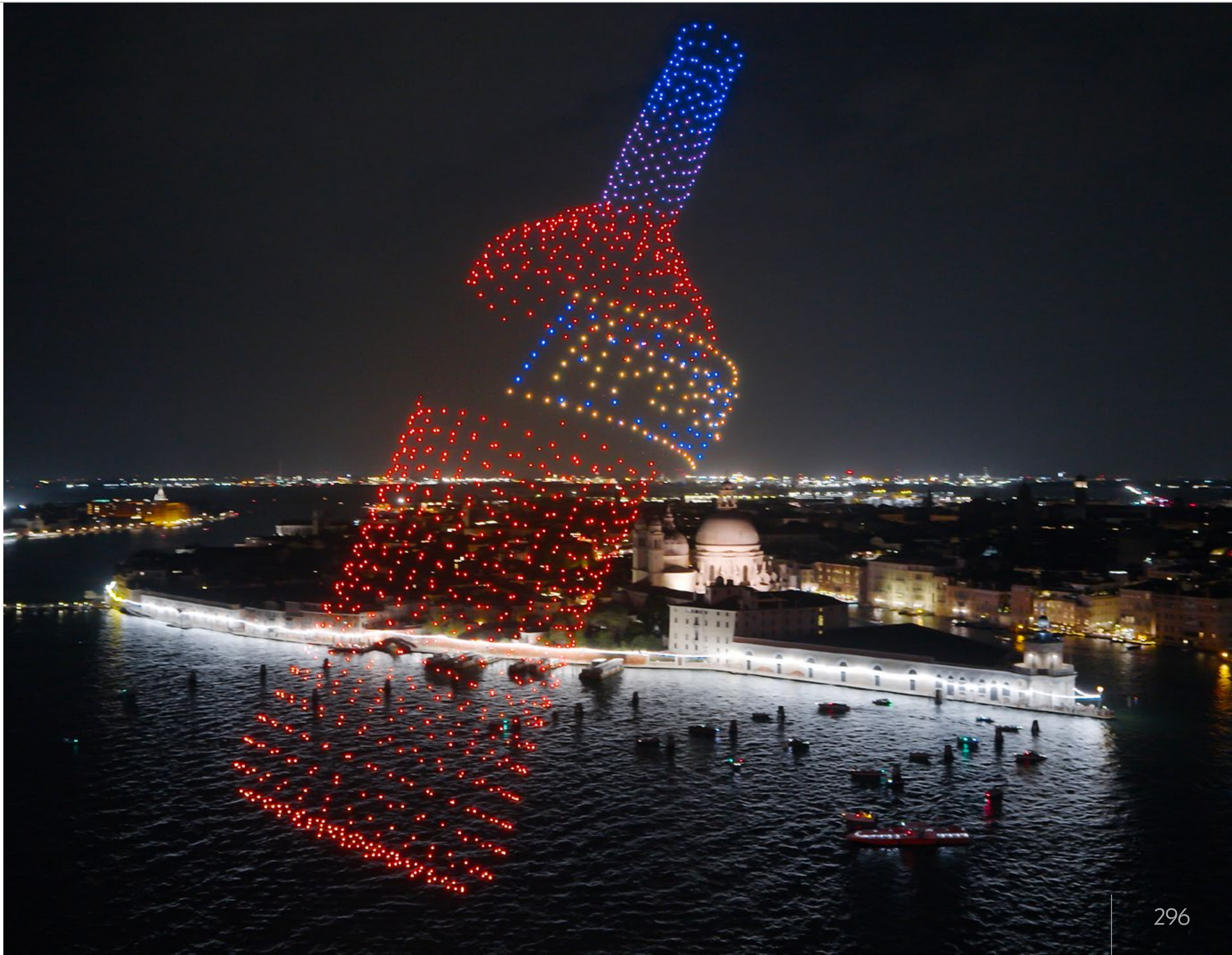
o) audit on Financial Statements of Trans Beverage Co. Ltd;
p) audit on the PTP Project in Campari India Pvt Ltd.;
q) audit on Global Travel Retail;
r) audit on ingredients;
s) audit on Campari Safe Line.

INDEPENDENCE OF THE NON-EXECUTIVE DIRECTORS

Each Non-Executive Director owes a duty to the Company to properly perform the duties assigned to each Director and to act in the Company's corporate interest. Under Dutch law, the Company's corporate interest extends to the interests of all its stakeholders, including its shareholders, creditors and employees.

Pursuant to best practice provisions 2.1.7 and 2.1.8 of the DCGC, at most one Non-Executive Director does not have to meet the independence criteria as set out in the DCGC. In addition, for each shareholder, or group of affiliated shareholders, who directly or indirectly hold more than ten percent of the shares in the Company, there is at most one Non-Executive Director who may be affiliated with or representing such shareholder. In total, the majority of the Non-Executive Directors should be independent.

The Non-Executive Directors have determined that five of the eight Non-Executive Directors qualify as independent in accordance with the DCGC. Please see the paragraph 'Compliance with the DCGC' of this governance section for further information.



COMPOSITION OF THE BOARD OF DIRECTORS AND THE COMMITTEES ON 31 DECEMBER 2024

							Board of Directors	Control, Risks and Sustainability Committee		Remuneration and Appointment Committee	
Member and principal position	**Nationality**	**Date of first appointment**	**In office since**	**In office until the end of the annual General Meeting in**	**Gender**	**Independent according to DCGC**	**% attendance at meetings**	**Member**	**Attendance % at meetings**	**Member**	**Attendance % at meetings**
Luca Garavoglia *Chairman and Non-Executive Director*	Swiss	19 September 1994	12 Apr—il 2022	2025	M	no	100%				
Paolo Marchesini *Executive Director*	Italian	10 May 2004	12 Apr—il 2022	2025	M	no	100%				
Fabio Di Fede *Executive Director*	Italian	16 April 2019	12 Apr—il 2022	2025	M	no	100%				
Robert Kunze-Concewitz *Non-Executive Director*	Austrian	11 April 2024	12 Apr—il 2024	2025	M	no	100%				
Emmanuel Babeau *Non-Executive Director*	French	12 April 2022	12 Apr—il 2022	2025	M	yes	88.9%			X	100%
Eugenio Barcellona *Non-Executive Director*	Italian	24 April 2007	12 Apr—il 2022	2025	M	no	88.9%	X	90%	X	100%
Alessandra Garavoglia *Non-Executive Director*	Italian	16 April 2019	12 Apr—il 2022	2025	F	no	88.9%				
Margareth Henriquez *Non-Executive Director*	Dutch	12 April 2022	12 Apr—il 2022	2025	F	yes	77.8%				
Jean-Marie Laborde *Non-Executive Director*	French	12 April 2022	12 Apr—il 2022	2025	M	yes	100%	X	100%		
Christophe Navarre *Non-Executive Director*	Belgian	12 April 2022	12 Apr—il 2022	2025	M	yes	66.7%			X	100%
Lisa Vascellari Dal Fiol *Non-Executive Director*	Italian	12 April 2022	12 Apr—il 2022	2025	F	yes	100%	X	100%		
Number of meetings held							Board of Directors: 9		Control, Risks and Sustainability Committee: 10		Remuneration and Appointment Committee: 2

REMUNERATION REPORT

I. INTRODUCTION

The Company's remuneration structure aspires to support Campari's stated mission, vision and strategy while motivating, retaining, and attracting world-class talent. It aims to reinforce and support the Group's key strategic drivers in both the short and long term, the achievement of which will support sustainable, long-term value creation for all stakeholders.

As described below, the Executive Directors' remuneration consists of a fixed component and a variable component such as: (i) the base salary (fixed component); (ii) the short-term incentive (variable component); and (iii) the long-term incentive (variable component), while the Non-Executive Directors' remuneration consists of a single fixed annual component in cash.

The base salary reflects the individual's experience, skills, duties, responsibilities, and contribution to the Company. The short-term incentive motivates Executive Directors to meet annual Group performance targets, while the long-term incentive, which vests over three years, forms a significant part of total remuneration and promotes substantial share ownership, encouraging the Executive Directors to act as stewards and ambassadors of the Company.

The achievement against individual financial targets, as set for by the Board of Directors, resulted in a performance of 95.6%, at aggregate level, based on 2024 results. As a direct consequence, the Company short-term incentive pay out for 2024 was below the base amount as well.

The remuneration report provided below summarizes the guidelines and the principles followed by the Company in order to define and implement the remuneration policy applicable to the Executive Directors and the Non-Executive Directors of the Company. In addition, the remuneration report provides the remuneration paid to these individuals for the year ended 31 December 2024.

II. REMUNERATION POLICY

The General Meeting adopted the remuneration policy for the Executive Directors and the Non-Executive Directors on 11 April 2024 (the 'Remuneration Policy'). The objective of the Remuneration Policy for the Executive Directors is to attract, reward and retain the necessary leadership talent in order to support the execution of the Company's strategic objectives, whilst for the Non-Executive Directors the Remuneration Policy aims at rewarding them appropriately for their work based on market competitive fee levels.

The authority to establish remuneration is vested in the Board of Directors, with due observance of the Remuneration Policy, whereby the Executive Directors may not participate in the deliberations and decision-making with respect to the remuneration of the Executive Directors. The Remuneration and Appointment Committee of the Board of Directors oversees the Remuneration Policy and prepares decisions for the Board of Directors with respect to the Remuneration Policy and the application thereof in individual situations.

In line with Section 2:135a subsection 2 of the Dutch Civil Code, the Remuneration Policy must be submitted to the General Meeting in case of any amendments and at least every four years; the new remuneration policy has been submitted in occasion of the Annual General Meeting held on 11 April 2024. The Remuneration and Appointment Committee has reviewed the current Remuneration Policy and updated the incentives based on a long-term view. The remuneration policy approved at the Annual General Meeting on 11 April 2024 introduces a revised long-term incentive structure: Stock Options have been replaced by Restricted Stock Units ('RSUs') and Performance Stock Units ('PSUs'). Additionally, the Last Mile Incentive ('LMI') scheme has been updated to allow eligible Executive Directors to receive LMI grants through a PSU-based incentive plan. The updated policy also reflects investor support for PSUs (refer to the fol-

lowing section for more detailed information). Upon recommendation of the Remuneration and Appointment Committee, the amendment proposed to the remuneration policy reflect the inclusion of interim annual targets related to the cost containment program initiated in 2025 with the aim to achieve 200 basis points containment over the next three years.

III. COMPOSITION OF BOARD OF DIRECTORS

On 12 April 2022, the General Meeting (re)appointed the Directors for a three-year period until the end of the General Meeting to be held in 2025.
Robert Kunze-Concewitz retired from his role effective as of the annual General Meeting of 11 April 2024, after having informed the Board of Directors in September 2023. In accordance with the Campari Group's succession planning process, the Board of Directors, after consultation with the Remuneration and Appointment Committee had selected Matteo Fantacchiotti, Managing Director Asia Pacific, as the new Chief Executive officer nominee. Matteo Fantacchiotti has been appointed Deputy Chief Executive officer, until his actual nomination as CEO of the Company and Executive Director, which happened during the Annual General Meeting held on 11 April 2024. After retiring, Robert Kunze-Concewitz became Non-Executive Director of the Company. During the meeting of the Board of Directors held on 17 September 2024, Matteo Fantacchiotti resigned as Executive Director and Chief Executive Officer of the Company, effective immediately. In the same occasion the Executive Directors Paolo Marchesini and Fabio Di Fede were appointed as ad interim co-Chief Executive officer and the Non-Executive Director Jean-Marie Laborde was appointed as Vice-Chairman of the Board of Directors. Paolo Marchesini and Fabio Di Fede were also appointed as executive members of a Leadership Transition Committee, chaired by Robert Kunze-Concewitz (non-executive Director); such Committee, together with the Remuneration and Appointment Committee, has been responsible for the identification of the new Chief Executive Officer, to be proposed to the Board of Directors. On 4 December 2024 the Board of Directors announced that Simon Hunt had been selected as the nominee for Chief Executive Officer of Campari Group. The selection was the result of a thorough assessment of both internal and external candidates by the Remuneration and Appointment Committee, the Leadership Transition Committee and the Board of Directors. In accordance with Dutch law, the Board of Directors has resolved to call an ad hoc General Meeting on 15 January 2025 which appointed Simon Hunt as Executive Director of Davide Campari-Milano N.V..

2024 HIGHLIGHTS OF THE GROUP

For the year ended 31 December 2024 Campari Group performance please refer to the 'Group financial review' in this Management board report.

SHAREHOLDER VOTE

This remuneration report will be submitted to the Annual General Meeting in 2025 for an advisory vote.

IV. REMUNERATION FOR BOARD OF DIRECTORS

REMUNERATION PRINCIPLES

EXECUTIVE DIRECTORS

In line with the key objective of achieving the most effective combination of 'profitability' and 'sustainability' in the long term, the Company adopts an Executive Directors' remuneration policy aimed at supporting sustainable growth strategies oriented towards the long term: this is considered of fundamental importance in the Company's reference market (the global premium spirits market), where the strength of the brands, built through sustainable long-term brand building strategies consistently and patiently deployed over time, is the primary source of the achievement of a long-term competitive advantage.

The Remuneration Policy is designed not only to ensure fair compensation for the Executive Directors but also to retain them effectively. This retention is deemed crucial for fostering successful management cycles, aligning with the overarching goal of achieving maximum sustainable profitability in the long term.

Although the Company reviews remuneration policies of comparable size and economic performance as a useful tool to understand its competitive position on the job offer market and attract high level human capital, it pursues its remuneration policies independently and such policies are not benchmarked against a group of peers.

The components of the remuneration applicable to the Executive Directors consist of (i) base salary, (ii) short-term incentive, (iii) long-term incentive and (iv) other benefits.

Over the last 5 years the average relative proportion of the Executive Directors' remuneration components is as follows:

- fixed remuneration: **~29**%;
- short-term incentive: **~37**%;
- long term-incentive: **~33**%.

FIXED COMPONENT

BASE SALARY

The base salary compensates for the individual's experience, skills, duties, responsibilities and the contribution of the individual within the Company. The base salary of each Executive Director is a fixed compensation.

Each year, the Remuneration and Appointment Committee reviews the base salaries and decides whether circumstances justify adjustments. In considering base salary increases, the Remuneration and Appointment Committee uses as reference the nature and responsibility of the role and the progressive increase of the Executive Directors duties along with the Company growth, individual and business performance, as well as the prospective ability of Executive Directors to create value and contribute to the long-term objectives of the Company. Over the last 5 years, the compound annual growth rate of the Executive Directors' base salary is about 2.2%[1]. Thus, such minor increase in the base salary component was inferior to the proportional increase of the Group's business performance.
All Executive Directors are beneficiaries of a directors' and officers' liability insurance policy at market conditions for this type of coverage. The insurance policy covers losses resulting from claims made against the Directors for wrongful acts committed in their respective functions and for which they have not been recognized accountable.

1 The average increase is defined with reference to Executive Directors in charge at 31 December 2024 and who have been in office for at least the last 5 years.

OTHER BENEFITS
Executive Directors are also entitled to other benefits such as car benefit; ticket restaurant; supplementary pension funds, and medical, life and accident insurance.

VARIABLE COMPONENTS

SHORT-TERM INCENTIVE

The short-term incentive ('STI') aims to ensure that the Executive Directors are well incentivized to achieve the Group performance targets in the shorter-term. At the beginning of each year, the Remuneration and Appointment Committee proposes to the Board of Directors target ranges for the Executive Directors, based on the Group's budget. At the end of the year, the Remuneration and Appointment Committee reviews the Group performance against the target ranges, based on the Company's financial statements, as audited by the external auditor.

Executive Directors are eligible for the short-term incentive only if at least 90% of the targets are achieved. The minimum short-term incentive payout, in such case, is equal to 70% of base salary, with the maximum incentive payout capped at 180% of base salary (if 120% or more of the targets are achieved). If 100% of the targets are achieved, the STI payout is equal to the bonus base amount set by the Board of Directors on the basis of a proposal from the Remuneration and Appointment Committee.

The Remuneration and Appointment Committee each year selects and proposes to the Board of Directors the financial performance measures and determines their relative weights. To support the Company's strategic objective growth in an organic and sustainable way and to focus on profitable growth segments, such performance measures are typically: profit (target A, usually weighing 40%); marginality (target B, usually weighing 40%); and operating working capital (target C, usually weighing 20%).

- TARGET A
  Identifies Campari Group's consolidated EBIT target. The achievement of the target is verified comparing the actual EBIT (at constant perimeter and exchange rates and normalized to exclude non-recurring items) with the EBIT target.

- TARGET B
  Identifies Campari Group's margin target (i.e., the ratio of the consolidated EBIT to the consolidated net sales) adjusted to account for advertising and promotion investment. In fact, in case advertising and promotion investment weigh less than expected (under a certain threshold), then

the effective marginality will be adjusted downwards with the consequence of a minor target payout.

- TARGET C
  Identifies the weight in percentage of the net operating working capital on Campari Group's consolidated net sales.

Targets are structured in a way that they cannot be achieved through short-term management decisions that in the long term are likely to compromise brand strength (such as cutting and/or reducing advertising investment) or to compromise the sustainability of a long-term growth (such as non-physiological changes in operating working capital). Accordingly, the short-term incentive contributes to the Company's strategy and its long-term interests.

The adjustment factor of Operating Leverage Ratio ('OLR') is applied to the results of the Financial Objectives and it may increase or decrease the payout based on the level of its achievement. It allows to measure sustainable growth by linking the margin to the expenses operated to generate such margin. It is calculated as the ratio of the Contribution After Advertising and Promotional expenses ('CAAP') to the Selling, General and Administrative expenses.

If the short-term incentive targets are met, the short-term incentive is paid the year following the relevant performance period, once the predetermined performance objectives are verified.

LONG-TERM INCENTIVE
The long-term incentive aims to provide incentives for the Executive Directors to achieve growth results in the medium and long term and align their interests with the pursuit of the priority objective of sustainable creation of value for shareholders.

Until 2023, the long-term incentive was granted to the Executive Directors through the participation to stock options plans approved by the General Meeting for a large number of beneficiaries, usually every two years, under the same conditions. The assignment of share options was governed by the 'Regulation for the assignment of share options' approved by the Remuneration and Appointment Committee, based on a mandate from the Board of Directors dated 13 May 2014, as subsequently modified, and amended. Such regulation (which is available on the website www.camparigroup.com) sets out the general terms and principles that will continue to apply to the outstanding stock options.

On 11 April 2024 the Annual General Meeting adopted a new remuneration policy and, consequently, a new long-term variable incentive ('LTI') for the leadership team's member. The

new LTI consists of a share-based incentive, combining RSUs and PSUs, the latter conditional upon the achievement of a financial target (relative total shareholder return) and a sustainability target (renewable energy). Among the others, such equity-based award will aim at further aligning the Executive Directors' commitment to sustainable long-term value creation with shareholders' interests and with the Campari Group's sustainability agenda, following the implementation of the revised EU Shareholder Rights Directive[1]. Such equity-based award will aim to align the Executive Directors' interests with shareholders' interests, by providing the Executive Director the opportunity to benefit from long-term success by acquiring a proprietary interest in the Company.

LAST MILE INCENTIVE
The Remuneration Policy provides that Chief Executive Officers who have provided the Company with extraordinary value during a long-standing managerial period of at least 10 years are eligible for an additional last mile incentive should certain additional financial and operational objectives over the last years of their term be achieved. In particular a Last Mile Incentive plan was approved in 2024

1 Directive (EU) 2017/828 of the European Parliament and of the Council of 17 May 2017 amending Directive 2007/36/EC as regards the encouragement of long-term shareholder engagement (Official Journal of the European Union 2017, L 132).

for the Chief Financial and Operating Officer ('CFOO'), with the purpose to reward the CFOO, who has provided the Company with extraordinary value during a long-standing managerial period, and to ensure his retention over the long-term. The CFOO will be awarded a right to receive for free a number of Campari shares, subject to his continued directorship relationship during a vesting period of 8 years and the achievement of certain performance targets: (i) the uninterrupted directorship relationship with the Company until the vesting date under the terms and conditions set forth in the plan rules; and (ii) the achievement of at least one of the envisaged key performance indicators stated in the plan agreement. In particular, one of the key performance indicators is ESG related and it is based on the quantity of renewable electricity supplied in the Group's production sites starting from full year 2024 to full year 2031.

SCENARIO ANALYSIS

On an annual basis, the Non-Executive Directors, upon proposal of the Remuneration and Appointment Committee, examine the relationship between the performance criteria chosen and the possible outcomes for the Executive Directors' variable remuneration (scenario analysis). Also, by taking into account the scenario analysis, the Company has decided to propose the 2024 Annual General Meeting to replace the stock options with the most commonly used RSUs and PSUs as mentioned above.

As at the date of this Report, the Non-Executive Directors believe the Remuneration Policy has proven effective in terms of establishing a correlation between the Group's strategic goals and the selected performance criteria. The main key performance criteria related to the payout curve of the variable remuneration (such as: (i) the consolidated operating profit target; (ii) the ratio between the consolidated operating income and consolidated net sales, adjusted for advertising expenses; (iii) the operating net working capital as a percentage of consolidated net sales; (iv) the Relative TSR; and (v) renewable energy adoption), still support both the Group's business strategy and value creation for shareholders and other stakeholders.

NON-EXECUTIVE DIRECTORS

The remuneration of the Non-Executive Directors consists of a fixed annual component in cash, equal to €50,000.

Non-Executive Directors who are also a member of a committee receive an additional remuneration. The chair and each other member of the Remuneration Committee receive an additional amount of €12,500 and the chair and each other member of the Control, Risk and Sustainability Committee receive an additional amount of €25,000.

The Non-Executive Directors do not receive any performance-related compensation or shares. Non-Executive Directors who hold shares in the Company have a long-term investment perspective and adhere to the Company's internal dealing policy.

All Non-Executive Directors are beneficiaries of the same D&O insurance policy as the Executive Directors.

2024 REMUNERATION

The actual remuneration of the Board of Directors over the financial year ended 31 December 2024 has been determined by the Board of Directors and is reflected in the tables below.

EXECUTIVE DIRECTORS

REMUNERATION OF EXECUTIVE DIRECTORS DURING THE YEAR SHOWN BY EACH PAY COMPONENT (IN €)[1]

Director, Position, Year		fixed remuneration			variable remuneration			total remuneration	of which	
		wages	fees	others benefits[(1)]	short-term incentive[(2)]	long-term incentive[(3)]	last mile incentive		fixed	variable
Robert Kunze-Concewitz *Chief Executive Officer and Executive Director*	2024	-	343,250	18,362	-	325,300[(4)]	-	686,912	361,612 (53% of total remuneration	325,200 (47% of total remuneration)
	2023	-	1,085,000	18,362	2,097,662	1.042.929	-	4,243,953	1,103,362 (26% of total remuneration)	3,140,591 (74% of total remuneration)
Matteo Fantacchiotti *Chief Executive Officer and Executive Director*	2024	340,377	322,286	3,624,384[(5)]	-	-	-	4,287,047	4,287,047	-
Paolo Marchesini *Chief Financial and Operating Officer, Executive Director and interim co-CEO*	2024	124,054	633,833	54,840	1,194,803	1,260,082	2,526,140[(6)]	5,793,752	812,728 (14% of total remuneration)	4,981,025 (86% of total remuneration)
	2023	123,689	590,000	22,443	1,498,330	969,982	-	3,204,444	736,132 (23% of total remuneration)	2,468,312 (77% of total remuneration)
Fabio Di Fede *Chief Legal and M&A Officer, Executive Director and interim co-CEO*	2024	551,077	50,000	89,295	1,194,803	1,211,372	-	3,096,547	690,372 (22% of total remuneration)	2,406,175 (78% of total remuneration)
	2023	472,554	50,000	53,764	1,378,463	969,982	-	2,924,763	576,318 (20% of total remuneration)	2,348,445 (80% of total remuneration)

(1) Other benefits' includes: car benefit; ticket restaurant; supplementary pension funds, and medical, life and accident insurance.
(2) In line with market practice the indicated short-term incentive amount is based on the targets achieved with reference to the last financial year ended; the short-term incentive 2024 will be paid in 2025.
(3) The long-term incentive component in 2024 included values corresponding to the fair value of the PSUs and RSUs granted under the schemes approved at the 2024 Annual General Meeting, which were unavailable as of 31 December 2024, as well as a component related to share options measured with the fair value of the outstanding relevant share option plans accruing in fiscal year 2024, both under IFRS.
(4) The long-term incentive item included the values related to the stock options scheme assigned in previous years.
(5) This amount encompasses both the fees associated with onboarding incentives and the compensation related to the final and definitive termination agreement of the relationship, for a total of €3.5 million.
(6) Please note that, in 2024, the non-cash amount of €2.5 million has been set aside under selling, general and administrative expenses as non-recurring last mile long-term incentive ('LMI') schemes with retention purposes, to be potentially recognized to Paolo Marchesini. The amount accrued and not paid corresponded to the fair value of the PSUs assigned under scheme approved at the 2024 Annual General Meeting, which were unavailable as of 31 December 2024.

1 All remuneration was borne by the Company.

To determine the Executive Directors' short-term (annual) performance remuneration in respect of the 2024 year (paid in 2025), the Remuneration and Appointment Committee selected and proposed to the Board of Directors the following metrics as performed by the Executive Directors in 2024 for payment in 2025.

Target	weight	minimum payout	on-target payout	maximum payout	payout gate	actual performance[1]	payout	weighted payout
								bandwidth payout level
Target A	40%	70%	100%	180%	90%	91.7%	75.1%	30.0%
Target B	40%	70%	100%	180%	90%	93.4%	93.4%	37.4%
Target C	20%	70%	100%	180%	90%	140.8%[1]	140.8%	28.2%
Total								**95.6%**
OLR ratio (adj. Factor)						99.7%	100.0%	-%
Total Payout level	**100%**		**95.6% of on-target level + 0% ORL Adj. = 95.6%**					

(1) Targets are based on the Group's business plan which contains confidential information, therefore actual targets are not public.

Based on the criteria approved by the Board of Directors, the three targets have a weight of: 40% profit (EBIT), 40% marginality (EBIT margin), and 20% operating working capital.

The Operating Leverage Ratio ('OLR') is a ratio of the Contribution After Advertising and Promotional expenses ('CAAP') to the Selling, General and Administrative expenses. This correlation allows to measure sustainable growth by linking the margin to the expenses operated to generate such margin.

Since the base amounts of the STI 2024 were set to the following extent: (i) €1,250,000 for the co-Chief Executive officer and Chief Financial and Operating Officer Paolo Marchesini; and (ii) €1,250,000 for the co-Chief Executive officer and general Counsel and M&A Officer Fabio Di Fede, the STI bonuses accrued by the Executive Directors amounted to €1,194,803 in favour of Paolo Marchesini, and €1,194,803 in favour of Fabio Di Fede.

NON-EXECUTIVE DIRECTORS

REMUNERATION OF NON-EXECUTIVE DIRECTORS DURING THE YEAR SHOWN (IN €)

Director, Position	fixed remuneration 2024	committee remuneration 2023	total Remuneration 2023[1]	total Remuneration 2023
Luca Garavoglia *Non-Executive Director and Chairman*	50,000	-	**50,000**	50,000
Robert Kunze-Concewitz *Non-Executive Director*	35,833	-	**35,833**	-
Eugenio Barcellona *Non-Executive Director and member of the Control and Risks Committee and the Remuneration and Appointment Committee*	50,000	37,500	**87,500**	87,500
Alessandra Garavoglia *Non-Executive Director*	50,000	-	**50,000**	50,000
Emmanuel Babeau *Non-Executive Director and member of the Remuneration and Appointment Committee*	50,000	12,500	**62,500**	62,500
Margareth Henriquez *Non-Executive Director and Chairman*	50,000	-	**50,000**	50,000
Jean-Marie Laborde *Non-Executive Director and member of the Control and Risks Committee*	116,997[3]	25,000	**141,667**	75,000
Christophe Navarre *Non-Executive Director and member of the Remuneration and Appointment*	50,000	12,500	**62,500**	62,500
Lisa Vascellari Dal Fiol *Non-Executive Director, member of the Control and Risks Committee and member of the Supervisory Body ('Organismo di Vigilanza')*	50,000	25,000	**82,500**[2]	82,500[2]

(1) All remuneration was borne by the Company.
(2) Including €7,500 as member of the Supervisory Body - 'Organismo di Vigilanza'
(3) Including €66,667 pro-quota compensation for the role of Vice-Chairman of the Board of Directors as per Board of Directors approval.

Please note that the Shareholders' Meeting held on 12 April 2022 approved the renewal of the Board of Directors of the Company. The Board of Directors, during the meetings held on 23 February 2022 and on 12 April 2022, approved to grant a remuneration to each Director equal to €50,000, a remuneration to each member of the Control and Risks Committee equal to €25,000 and a remuneration to each member of the Remuneration and Appointment Committee equal to €12,500.

SHARE-BASED REMUNERATION

The Company has a number of stock option plans, performance stock unit plans and restricted stock unit plans in place. The purpose of these plans is to offer beneficiaries holding key positions in the Group the opportunity of owning shares in the Company, thereby aligning their interests with those of other shareholders and fostering loyalty, in the context of the strategic goals to be achieved.

Campari Group's identity and business overview
Risk management and internal control system
Performance review for the year ended 31 December 2024
Sustainability statement
Other ESG information
Governance

THE FOLLOWING TABLE GIVES AN OVERVIEW OF THE OUTSTANDING STOCK OPTIONS PROVIDED TO EXECUTIVE DIRECTORS

information regarding 2023

Director, position	main conditions of share option plans						opening balance	during the year			closing balance	
	plan	performance period[1]	award date (dd/mm/yyyy)	vesting start date (dd/mm/yyyy)	end exercise period (dd/mm/yyyy)	exercise price	share options on 1 January 2024	share options awarded	share options vested	share options subject to performance condition	share options awarded and unvested	unexercised share options
Robert Kunze-Concewitz *Chief Executive Officer and Executive Director*	Plan 2018	-	09/05/2018	10/05/2023	09/05/2025	€6.25	866,195	-	-	Not applicable	-	866,195
	Plan 2020	-	08/04/2020	08/04/2025	07/04/2027	€6.41	1,092,043	-	-	Not applicable	876,028[3]	-
	Plan 2022	-	12/04/2022	13/04/2027	12/04/2029	€10.29	777,453	-	-	Not applicable	310,811[3]	-
Paolo Marchesini *Chief Financial Officer and Executive Director and Operating Officer*	Plan 2018	-	09/05/2018	10/05/2023	09/05/2025	€6.25	720,000	-	-	Not applicable	-	-
	Plan 2020	-	08/04/2020	08/04/2025	07/04/2027	€6.41	1,092,043	-	-	Not applicable	1,092,043	-
	Plan 2022	-	12/04/2022	13/04/2027	12/04/2029	€10.29	777,453	-	-	Not applicable	777,453	-
Fabio Di Fede[2] *General Counsel and Business Development Officer and Executive Director*	Plan 2017	-	08/04/2017	08/04/2022	08/03/2024	€6.19	161,551	-	-	Not applicable	-	-
	Plan 2018	-	09/05/2018	10/05/2023	09/05/2025	€6.25	720,000	-	-	Not applicable	-	-
	Plan 2020	-	08/04/2020	08/04/2025	07/04/2027	€6.41	1,092,043	-	-	Not applicable	1,092,043	-
	Plan 2022	-	12/04/2022	13/04/2027	12/04/2029	€10.29	777,453	-	-	Not applicable	777,453	-
Matteo Fantacchiotti *Chief Executive Officer and Executive Director*	Plan 2020	-	08/04/2020	08/04/2025	07/04/2027	€6.41	156,006	-	-	Not applicable	-	-
	Plan 2022	-	12/04/2022	13/04/2027	12/04/2029	€10.29	116,618	-	-	Not applicable	-	-

(1) The share options vest over time and no performance criteria applies.
(2) On 8 April 2017, certain share options were assigned to Fabio Di Fede who, at the time, was an employee of a Company's subsidiary. Fabio Di Fede was appointed director of the Company by the General Meeting on 16 April 2019.
(3) The movement in stock options during 2024 was attributable to cancellations, within the framework of vesting period for the Plan 2020 and 2022.

THE FOLLOWING TABLE GIVES AN OVERVIEW OF THE OUTSTANDING PERFORMANCE STOCK UNITS AND RESTRICTED STOCK UNITS PROVIDED TO EXECUTIVE DIRECTORS

information regarding 2024

Director, position	main conditions of PSU/RSU plans						opening balance	during the year		closing balance
	plan	perfor-mance / retention period	assignment date	vesting date	assignment price	fair value	share units on 1 January 2024	unavailable units assigned	available units assigned	share units on 31 December 2024
Paolo Marchesini *Chief Financial and Operating Officer, Executive Director and interim co-CEO*	Plan 2024 (LMI)	15/04/2024	15/04/2024	15/04/2032	€9.13	PSU €8.64	-	PSU: 3,285,871	PSU: 0	PSU: 3,285,871
	Plan 2024	2024-2026	17/04/2024	17/04/2027	€9.13	PSU €6.77 RSU €9.13	-	PSU: 43,973 RSU: 87,947	PSU: 0 RSU: 0	PSU: 43,937 RSU: 87,947
Fabio Di Fede *Chief Legal and M&A Officer, Executive Director and interim co-CEO*	Plan 2024	2024-2026	17/04/2024	17/04/2027	€9.13	PSU €6.77 RSU €9.13	-	PSU: 35,738 RSU: 71,477	PSU: 0 RSU: 0	PSU: 35,738 RSU: 71,477
Matteo Fantacchiotti *Chief Executive Officer and Executive Director*	Plan 2024	2024-2026	17/04/2024	17/04/2027	€9.13	PSU €6.77 RSU €9.13	-	PSU: 49,288 RSU: 98,576	PSU: 0 RSU: 0	Cancelled at 31 December 2024

V. ANY USE OF THE RIGHT TO RECLAIM

The short-term cash incentive and long-term incentive of the Executive Directors are subject to the malus and claw back provisions laid down in Section 2:135 subsections 6 and 8 of the Dutch Civil Code. These provisions were not invoked in 2024.

VI. DEROGATIONS AND DEVIATIONS FROM THE REMUNERATION POLICY AND FROM THE PROCEDURE FOR ITS IMPLEMENTATION

For the Board of Directors' 2024 remuneration, the Company did not deviate from the procedure for the implementation of the Remuneration Policy nor were any derogations applied.
The terms and conditions of the new LTI plan, which was approved by the Annual General Meeting of 11 April 2024, deviate from the provision of Article 3.1.2 vi. of the DCGC which provided that 'shares should be held for at least five years after they are awarded'. The Company believes that a retention period of less than 5 years (3 years vesting with a further 2 years lock-up, as provided in the new LTI plan) contributes to shape a more competitive remuneration package in the interest of the Company.

VII. COMPARATIVE INFORMATION ON THE CHANGE OF REMUNERATION AND COMPANY PERFORMANCE

The following table shows a comparison of the total remuneration of Executive Directors and Non-Executive Directors over the last five years.

EXECUTIVE DIRECTORS

	2020	2021	2022	2023	2024	CAGR 2020/2024
						Company performance
Net sales (€/million)	1,772.0	2,172.7	2,697.6	2,918.6	3,069.7	14.7%
EBIT-adjusted (€/million)	321.9	435.2	569.9	618.7	604.9	17.1%
EPS basic-adjusted (€)[1]	0.18	0.27	0.34	0.35	0.31	15.1%
Average indicators						**15.7%**
(€)						**Executive Directors' remuneration**
Paolo Marchesini *Chief Financial and Operating Officer and Executive Director*	1,734,701	2,906,042	3,121,352	3,204,444	5,793,752[2]	35.2%
Fabio Di Fede *Chief Legal and M&A Officer and Executive Director*	1,331,500	2,424,479	2,736,873	2,924,763	3,096,547	23.5%

(1) EPS basic-adjusted' means: Basic earnings per share-adjusted.
(2) Pro forma CAGR excluding the accrual for the last mile long-term incentive scheme with retention purposes granted as PSUs based on the LMI scheme approved at the 2024 Annual General Meeting, which were unavailable as of 31 December 2024, was 17.2%.

NON-EXECUTIVE DIRECTORS

(€)	2020	2021	2022	2023	2024[2]
Luca Garavoglia *Non-Executive Director and Chairman*	893,750	50,000	50,000	50,000	50,000
Robert Kunze-Concewitz *Non-Executive Director*	-	-	-	-	35,833
Eugenio Barcellona *Non-Executive Director and Member of the Control and Risks Committee and the Remuneration and Appointment Committee*	87,500	87,500	87,500	87,500	87,500
Alessandra Garavoglia *Non-Executive Director*	50,000	50,000	50,000	50,000	50,000
Emmanuel Babeau *Non-Executive Director and member of the Remuneration and Appointment Committee*	-	-	51,875	62,500	62,500
Margareth Henriquez[2] *Non-Executive Director*	-	-	42,500	50,000	50,000
Jean-Marie Laborde *Non-Executive Director and member of the Control and Risks Committee*	-	-	61,250	75,000	141,667[3]
Christophe Navarre *Non-Executive Director and member of the Remuneration and Appointment Committee*	-	-	51,875	62,500	62,500
Lisa Vascellari Dal Fiol *Non-Executive Director, member of the Control and Risks Committee and member of the Supervisory Body ('Organismo di Vigilanza')*	-	-	68,750	82,500[1]	82,500[1]

(1) Including €7,500 as member of the Supervisory Body - 'Organismo di Vigilanza'
(2) Including also insurance and, if applicable, reimbursement of expenses
(3) Including €66,667 pro-quota compensation for the role of Vice-Chairman of the Board of Directors as per Remuneration and Appointment Committee meeting dated 17 September 2024.

VIII. CHIEF EXECUTIVE OFFICER PAY RATIO

In line with Article 2:135b subsection 3 of the Dutch Civil Code and Best Practice Provision 3.4.1 DCGC, the internal pay ratio is an important input for determining the Remuneration Policy for the Board of Directors. Please see below the internal pay ratio calculated in line with the methodologies prescribed by the DCGC. For 2024, the internal pay ratio is in line with the Company's acceptable bandwidths, while the increase compared to the previous year is primarily due to the leadership changes (involving two Chief Executive officers and two interim co-Chief Executive officers) and the inclusion of the full compensation for the interim co-Chief Executive officers in the calculation.

AVERAGE REMUNERATION ON A FULL-TIME EQUIVALENT BASIS OF EMPLOYEES[1]

	2020	2021	2022	2023	2024
Average remuneration of employees on a FTE basis(€)	82,949	96,126	102,748	104,160	108,221

CHIEF EXECUTIVE OFFICER PAY RATIO[2]

(Times)	2020	2021	2022	2023	2024
Total Chief Executive officer remuneration accrued in the period	28.5	39.1(1)	37.3(1)	40.7(1)	65.7(2)

(1) Pro forma pay ratio including the accrual for the last mile long-term incentive scheme with retention purposes was 136.8 in 2023, 134.6 in 2022 and 143.1 in 2021.
(2) The pro forma pay ratio included Robert Kunze-Concewitz's 2024 remuneration up to the date of his retirement in April 2024, Matteo Fantacchiotti's 2024 remuneration up to the date of his resignation in September 2024, and the remuneration of Paolo Marchesini and Fabio Di Fede. The co-CEOs did not receive additional compensation for these roles; however, their full remuneration in the year is included in the 2024 pay ratio.

IX. INFORMATION ON SHAREHOLDER VOTE

No further changes to the remuneration report have been made following the positive voting outcome on last year's report with 89.8% positive votes. Furthermore, the negative advisory votes cast on the remuneration report last year were made by certain shareholders without justification, thus not allowing the Company to address possible suggestions. The Company still intends to consider the advisory vote going forward if and when feasible and appropriate.

1 The Company's employees average remuneration is calculated taking into account all the remuneration components, such as: base salary, and where applicable: (i) short-term incentive, (ii) mid-term incentive; and (iii) long-term incentive (measured on the basis of the fair value of the incentive plan defined at the grant date, allocated pro-rata over the vesting period, multiplied by the number of options granted, as represented in the Company financial statements). For consistency with 2023, 2022 and 2021 data, the values reported in the aforementioned internal disclosures on pay ratios from 2020 to 2021, differ from those reported in the respective Annual reports as they were recalculated on the basis of the methodology suggested by Best Practice Provision 3.4.1 DCGC.
2 The Chief Executive Officer's remuneration is calculated taking into account all the remuneration components: base salary and where applicable (i) short-term incentive, (ii) mid-term incentive, (iii) long-term incentive and (iv) other benefits. Components sub (ii) and (iii) are measured on the basis of the fair value of the outstanding incentives (cash incentives or share options incentive) accrued under IFRS (the amount set aside in the 2023 financial statement was linked to the relevant mid/long term incentive plans). Starting from the remuneration report at 31 December 2021 pay ratios have been recalculated as the CEO's total remuneration accrued divided by the average remuneration of employees in each year from 2019 to 2024. This approach is deemed in line with the best market practice.

STATEMENT AND RESPONSIBILITIES IN RESPECT TO THE ANNUAL REPORT

STATEMENT BY THE BOARD OF DIRECTORS

Based on the assessment performed, the Board of Directors believes that, as of 31 December 2024, the Group's and the Company's internal control over financial reporting is considered effective and that:

- the Control Risks and Sustainability Committee and Internal Audit Function paragraphs provide sufficient insights into any failings in the effectiveness of the internal risk management and control systems with regard to the risks as referred to in best practice provision 1.2.1 of the New Dutch Corporate Governance Code (please refer to paragraphs 'Control, Risks and Sustainability Committee' and 'Internal Audit Function' of this governance section);

- the internal risk management and control systems are designed to provide reasonable assurance that the financial reporting does not contain any material inaccuracies (please refer to paragraph 'Risk management and Internal Control System' of this annual report);

- based on the current state of affairs, it is justified that the financial reporting is prepared on a going concern basis (please refer to note 2-'Accounting information and material general accounting policies' of the consolidated and Company only financial statements, respectively, as at 31 December 2024);

- the Management Board Report states those material risks and uncertainties that are relevant to the expectation of the Company's continuity for the period of twelve months after the preparation of the report (please refer to paragraph 'Full year 2024 conclusion and outlook' of the Management Board Report), as referred to in best practice provision 1.2.1 of the Dutch Corporate Governance Code.

Sesto San Giovanni (Milan)-
Italy, 4 March 2025

Luca Garavoglia
Chairman

Paolo Marchesini
Chief Financial and Operating Officer
and interim co-Chief Executive Officer

Fabio Di Fede
Chief Legal and M&A Officer
and interim co-Chief Executive Officer

RESPONSIBILITIES IN RESPECT OF THE ANNUAL REPORT

The Board of Directors is responsible for preparing the annual report in accordance with Dutch law and International Financial Reporting Standards as issued by the International Accounting Standards Board and as adopted by the European Union (EU-IFRS).
In accordance with Section 5:25c, paragraph 2 of the Dutch Financial Supervision Act, the Board of Directors states that, to the best of its knowledge:

- the financial statements as included in this report, provide a true and fair view of the assets, liabilities, financial position and profit or loss for the year of the Company and its subsidiaries;
- the Management Board Report provides a true and a fair view of the position at the balance sheet date and developments during the year of the Company and its subsidiaries, together with a description of the principal risks and uncertainties that the Company and the Group face.
- the Sustainability statement was prepared in accordance with the new European Sustainability Reporting Standards ('ESRS') and the sustainability reporting framework set by the European Financial Reporting Advisory Group ('EFRAG') as adopted by the European Commission and compliant with the double materiality assessment process carried out to identify the information reported pursuant to the ESRS; and compliant with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 ('Taxonomy Regulation').

Sesto San Giovanni (Milan)-
Italy, 4 March 2025

On behalf of the Board of Directors:

Luca Garavoglia
Chairman

Paolo Marchesini
Chief Financial and Operating Officer
and interim co-Chief Executive Officer

Fabio Di Fede
Chief Legal and M&A Officer
and interim co-Chief Executive Officer

CAMPARI GROUP CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2024

CAMPARI GROUP CONSOLIDATED FINANCIAL STATEMENTS AT 31 DECEMBER 2024

CONSOLIDATED PRIMARY STATEMENTS

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

	notes	for the year ended 31 December	
		2024	2023
		€ million	€ million
Gross sales		**3,653.5**	**3,483.7**
Excise duties[1]		(583.7)	(565.1)
Net sales	3 i.	**3,069.7**	**2,918.6**
Cost of sales	3 iii.	(1,303.0)	(1,218.5)
Gross profit		**1,766.7**	**1,700.1**
Advertising and promotional expenses	3 iv.	(513.3)	(494.1)
Contribution margin		**1,253.4**	**1,206.0**
Selling, general and administrative expenses	3 vi.	(861.0)	(665.8)
Operating result		**392.4**	**540.2**
Financial expenses	3 x.	(115.8)	(87.1)
Financial income	3 x.	38.5	21.8
Share of profit (loss) of joint-ventures and other investments	3 xii.	(59.5)	(8.3)
Profit before taxation		**255.6**	**466.5**
Taxation	3 xiii.	(63.0)	(134.0)
Profit for the period		**192.6**	**332.5**
Profit attributable to:			
Shareholders of the parent Company		201.6	330.5
Non-controlling interests		(9.0)	2.0
Basic earnings per share (€)		0.17	0.29
Diluted earnings per share (€)		0.17	0.29

(1) Excise duties where Campari Group acts as an agent.

CONSOLIDATED STATEMENT OF OTHER COMPREHENSIVE INCOME

	notes	for the year ended 31 December	
		2024	2023
		€ million	€ million
Profit for the period (A)		**192.6**	**332.5**
B1) Items that may be subsequently reclassified to the statement of profit or loss			
Gains (losses) on cash flow hedge	8 iii.	(3.7)	(23.6)
Related Income tax effect	3 xiii.	1.0	5.7
Cash flow hedge		**(2.7)**	**(17.9)**
Exchange differences on translation of foreign operations	**7 iv.**	**63.1**	**(43.8)**
Total: items that may be subsequently reclassified to the statement of profit or loss (B1)		**60.4**	**(61.8)**
B2) Items that may not be subsequently reclassified to the statement of profit or loss			
Gains (losses) on remeasurement of defined benefit plans	8 iv.	(1.3)	0.4
Related Income tax effect	3 xiii.	0.3	(0.2)
Remeasurements of defined benefit plans		**(1.0)**	**0.2**
Total: items that may not be subsequently reclassified to the statement of profit or loss (B2)		**(1.0)**	**0.2**
Other comprehensive income (expenses) (B=B1+B2)		**59.4**	**(61.6)**
Total comprehensive income (A+B)		**252.0**	**270.9**
Attributable to:			
Shareholders of the parent Company		250.7	274.9
Non-controlling interests		1.3	(4.0)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
(before appropriation of results)

	notes	31 December 2024	31 December 2023
		€ million	€ million
ASSETS			
Non-current assets			
Property, plant and equipment	4 ii.	1,421.3	964.5
Right of use assets	4 ii.	66.1	65.4
Biological assets	4 ii.	30.5	22.8
Goodwill	4 iii.	2,420.1	1,850.8
Brands	4 iii.	1,314.8	1,155.8
Other intangible assets	4 iii.	73.4	56.1
Interests in joint-ventures and other investments	3 xii.	8.8	32.6
Deferred tax assets	3 xiii.	101.5	78.9
Other non-current assets	4 iv.	98.3	22.9
Other non-current financial assets	6 iv.	10.2	9.8
Total non-current assets		**5,545.1**	**4,259.6**
Current assets			
Inventories	5 iii.	1,681.8	1,237.4
Biological assets	5 iii.	21.3	15.1
Trade receivables	5 i.	425.8	374.3
Other current financial assets	6 iii.	8.9	21.3
Cash and cash equivalents	6 ii.	666.3	620.3
Income tax receivables	3 xiii.	37.7	46.1
Other current assets	4 v.	96.3	101.4
Total current assets		**2,938.2**	**2,415.9**
Total assets		**8,483.3**	**6,675.6**

	notes	31 December 2024	31 December 2023
		€ million	€ million
LIABILITIES AND SHAREHOLDERS' EQUITY			
Shareholders' equity			
Issued capital and reserves attributable to shareholders of the parent Company	7 iv.	3,854.0	2,925.2
Non-controlling interests	7 iv.	1.3	1.6
Total shareholders' equity		**3,855.3**	**2,926.8**
Non-current liabilities			
Bonds	6 v.	1,580.3	845.8
Loans due to banks	6 v.	916.2	901.5
Other non-current financial liabilities	6 v.	223.8	269.0
Post-employment benefit obligations	8 iv.	25.8	22.6
Provisions for risks and charges	8 i.	118.2	41.4
Deferred tax liabilities	3 xiii.	498.2	403.7
Other non-current liabilities	4 iv.	23.5	42.6
Total non-current liabilities		**3,386.1**	**2,526.6**
Current liabilities			
Bonds	6 vi.	-	300.0
Loans due to banks	6 vi.	289.6	130.6
Other current financial liabilities	6 vi.	52.3	58.1
Trade payables	5 ii.	672.7	521.1
Income tax payables	3 xiii.	6.2	22.3
Other current liabilities	4 vii.	221.1	190.2
Total current liabilities		**1,241.9**	**1,222.1**
Total liabilities		**4,628.0**	**3,748.8**
Total liabilities and shareholders' equity		**8,483.3**	**6,675.6**

CONSOLIDATED STATEMENTS OF CASH FLOWS

	notes	for the year ended 31 December 2024 € million	2023 € million
Operating profit		**392.4**	**540.2**
Depreciation and amortisation		127.7	110.2
Gain (loss) on sale of fixed assets	3 viii.	0.8	(7.6)
Impairment loss (or reversal) of tangible fixed assets, goodwill, brand and sold business		56.8	11.9
Net cost of share-based instruments	4 ii. - iii	27.1	22.1
Change in payables to employees		(34.0)	11.4
Change in provisions		80.7	10.4
Change in net operating working capital		78.0	(362.2)
Income taxes refund (paid)		(85.3)	(195.0)
Other operating items including changes in other indirect taxes		26.3	15.1
Cash flow generated from (used in) operating activities		**670.5**	**156.5**
Purchase of tangible and intangible fixed assets	4 ii.- iii.	(460.1)	(315.3)
Disposal of tangible and intangible assets	4 ii. - iii.	19.6	19.6
Investment in joint-ventures and other investments	6 ix.	(98.8)	(5.0)
Acquisition of companies or business divisions net of cash and cash equivalents acquired	4 i.	(1,109.8)	2.0
Interests received		36.7	22.8
Decrease (increase) in short-term deposits and investments	6 iii.	8.9	(1.9)
Dividends received		1.6	0.1
Cash flow generated from (used in) investing activities		**(1,601.9)**	**(277.8)**

	notes	for the year ended 31 December 2024 € million	2023 € million
Proceeds from issue of bonds, notes and debentures	6 viii.	761.6	298.5
Repayments of bonds, notes and debentures	6 viii.	(300.0)	-
Proceeds from non-current borrowings	6 viii.	125.0	450.0
Repayment of non-current borrowings	6 viii.	(46.6)	(250.0)
Net change in short-term financial payables and loans due to bank	6 viii.	69.2	(50.6)
Payment of lease payables	6 vii.	(18.3)	(16.0)
Interest on paid leases	6 vii.	(3.7)	(3.3)
Interests paid on other financial items	6 viii.	(90.0)	(60.3)
Inflows (outflows) of other financial items	6 viii.	(1.1)	(9.8)
Purchase of own shares	7 iv.	(6.4)	(21.0)
Sale of own shares	7 iv.	5.5	54.8
Dividend paid to equity holders of the Parent	7 iv.	(78.1)	(67.5)
Dividends paid to non-controlling interests	7 iv.	(0.8)	(2.0)
Issue of new shares net of fees	7 iv.	643.3	-
Put options and earn-out payments	6 vi.	(77.8)	(3.4)
Cash flow generated from (used in) financing activities		**981.8**	**319.6**
Net change in cash and cash equivalents: increase (decrease)		**50.4**	**198.4**
Effect of exchange rate changes on cash and cash equivalents		**(4.4)**	**(13.4)**
Cash and cash equivalents at the beginning of period	6 ii.	620.3	435.4
Cash and cash equivalents at end of period	6 ii.	666.3	620.3

CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

	notes	share capital	retained earnings and other reserves	cash flow hedge reserve	currency translation differences	remeasurement of defined benefit plans	equity attributable to owners of the parent	non-controlling interests	total
		€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million
at 31 December 2023		**36.1**	**2,962.0**	**9.3**	**(85.9)**	**3.7**	**2,925.2**	**1.6**	**2,926.8**
Dividends to shareholders of the parent Company	7 iv.	-	(78.1)	-	-	-	(78.1)	-	(78.1)
Dividends to non-controlling interest	7 iv.	-	(0.8)	-	-	-	(0.8)	-	(0.8)
Issue of new shares net of fees	7 iv.	0.7	642.6	-	-	-	643.3	-	643.3
Increase (decrease) through treasury share transactions	7 iv.	-	(0.8)	-	-	-	(0.8)	-	(0.8)
Increase (decrease) through share-based payment transactions	7 iv.	-	27.0	-	-	-	27.0	-	27.0
Changes in non-controlling interests	7 iv.	-	50.4	-	-	-	50.4	(3.9)	46.6
Increase (decrease) through other changes	7 iv.	-	37.0	-	-	-	37.0	2.3	39.3
Profit (loss)	7 iv.	-	201.6	-	-	-	201.6	(9.0)	192.6
Other comprehensive income (expense)	7 iv.	-	-	(2.7)	52.9	(1.0)	49.1	10.2	59.4
Total comprehensive income		-	201.6	(2.7)	52.9	(1.0)	250.7	1.3	252.0
at 31 December 2024		**36.8**	**3,841.0**	**6.6**	**(33.1)**	**2.7**	**3,854.0**	**1.3**	**3,855.3**

	notes	share capital	retained earnings and other reserves	cash flow hedge reserve	currency translation differences	remeasurement of defined benefit plans	equity attributable to owners of the parent	non-controlling interests	total
at 31 December 2022		**18.3**	**2,675.3**	**27.3**	**(48.1)**	**3.5**	**2,676.2**	**1.4**	**2,677.6**
Dividends to shareholders of the parent Company		-	(67.5)	-	-	-	(67.5)	-	(67.5)
Dividends to non-controlling interest		-	-	-	-	-	-	(2.0)	(2.0)
Increase (decrease) through treasury share transactions		-	33.9	-	-	-	33.9	-	33.9
Increase (decrease) through share-based payment transactions		-	21.7	-	-	-	21.7	-	21.7
Changes in non-controlling interests		-	(14.1)	-	-	-	(14.1)	5.5	(8.5)
Increase (decrease) through other changes		17.8	(17.9)	-	-	-	-	0.7	0.7
Profit (loss)		-	330.5	-	-	-	330.5	2.0	332.5
Other comprehensive income (expense)		-	-	(17.9)	(37.8)	0.2	(55.5)	(6.0)	(61.6)
Total comprehensive income		**-**	**330.5**	**(17.9)**	**(37.8)**	**0.2**	**274.9**	**(4.0)**	**270.9**
at 31 December 2023		**36.1**	**2,962.0**	**9.3**	**(85.9)**	**3.7**	**2,925.2**	**1.6**	**2,926.8**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. GENERAL INFORMATION

Davide Campari-Milano N.V., the Group's Parent Company, is listed on the Italian Stock Exchange, with its legal domicile in Amsterdam, the Netherlands, and its corporate address at Via Franco Sacchetti 20, 20099 Sesto San Giovanni, Milan, Italy. For the purposes of carrying out its business operations in Italy, the Company has established a secondary seat with a permanent representative office, within the meaning of article 2508 of the Italian Civil Code. The Company is entered in both the Netherlands Chamber of Commerce under the number 78502934 and Milan Monza Brianza Lodi Chamber of Commerce with the number 06672120158. At 31 December 2024, 51.7% of the share capital and 82.6% of the total voting rights of the Company were held by the Italian branch of Lagfin S.C.A., Société en Commandite par Actions, headquartered in Luxembourg, which is in turn controlled by Artemisia Management S.A., Société Anonyme, the ultimate controlling company of the Group.

Founded in 1860, Campari is the sixth-largest player in the premium spirits industry, with an extensive and varied product portfolio. Its internationally-recognised brands include Aperol, Campari, SKYY, Grand Marnier, Wild Turkey, Appleton Estate, Espolòn and, after the successful completion of the acquisition on 30 April of this year, Courvoisier. The Group has a global distribution reach, trading in over 190 nations with leading positions in Europe and the Americas. It has 25 production sites, its own distribution network in 26 countries and employs on average 5,114 people globally.

On 4 March 2025 the Board of Directors of the Parent Company approved the Consolidated Financial statements of Campari Group for the year ended 31 December 2024 and authorised them for issue.
The Board of Directors reserves the right to amend the financial statements, up to the date of the Shareholders' Meeting of the Parent Company, should any significant events occur that require changes to be made. The financial statements are presented in millions of €. The € is the reference currency of the Parent Company and many of its subsidiaries.

2. ACCOUNTING INFORMATION AND MATERIAL GENERAL ACCOUNTING POLICIES

The Consolidated Financial statements at 31 December 2024 were prepared in accordance with the International Financial Reporting Standards issued by the International Accounting Standards Board ('IASB') and ratified by the European Union ('IFRS-EU'), and with Part 9 of Book 2 of the Dutch Civil Code. These include all the international accounting standards ('IAS') and interpretations of the International Financial Reporting Standards Interpretation Committee ('IFRS IC'), formerly the Standard Interpretations Committee ('SIC').

The accounting standards adopted by the Group are the same as those that were applied for the annual financial statements for the year ended 31 December 2023, except for the accounting standards specified in note 2 viii-'Change in accounting standards-Summary of the new accounting standards endorsed and adopted by the Group from 1 January 2024'. For the year ended 31 December 2024 there were no changes in accounting estimates and errors.

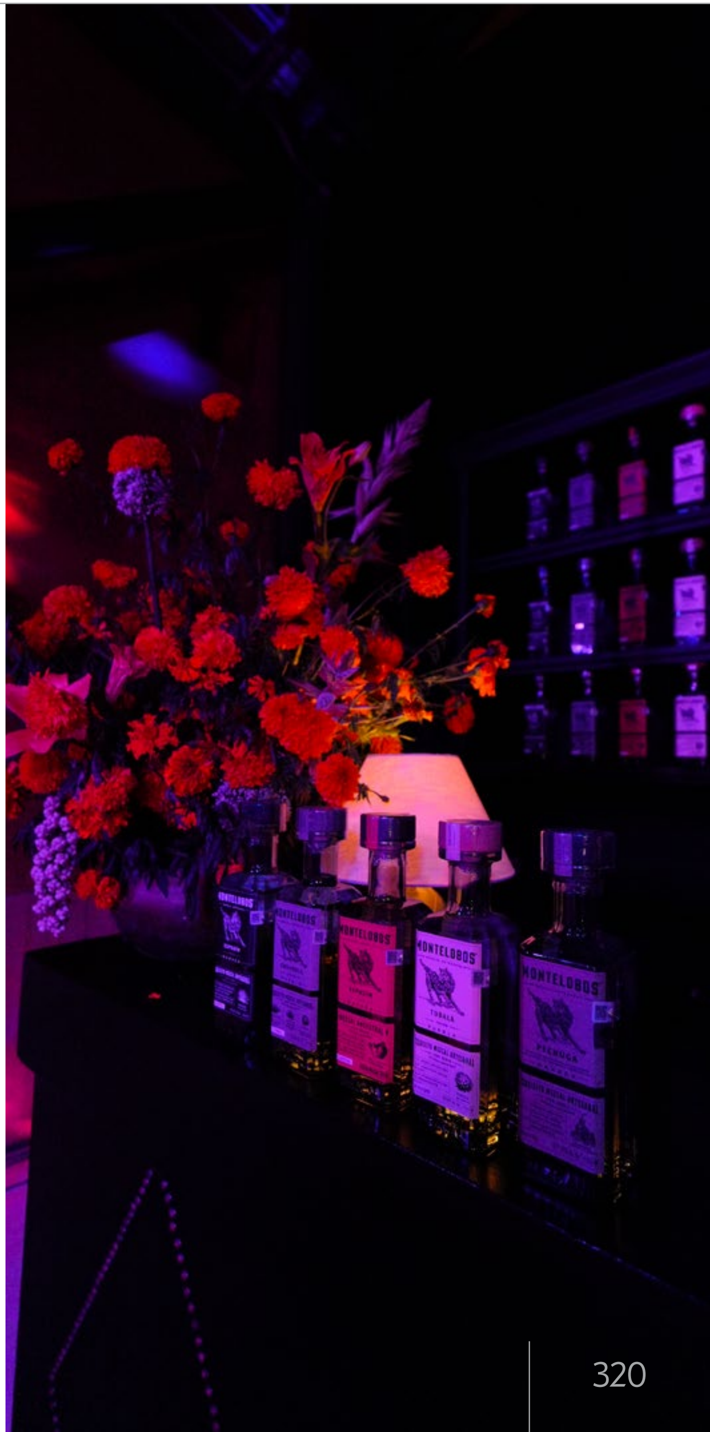
The financial statements were prepared in accordance with the historical cost method and taking any value adjustments into account were appropriate for certain categories of assets and liabilities, which were measured in accordance with the methods provided by IFRS. Comparative information shall be disclosed in respect of the preceding period for all amounts reported in the financial statements. Comparative information has been included for narrative and descriptive information where it is relevant to an understanding of the current period's financial statements.

Whether individual items or groups of items have been disclosed separately in the primary financial statements or in the notes depends on their materiality. Materiality is judged by reference to the size and nature of the item. The deciding factor is whether the omission or misstatement could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements.

Unless otherwise indicated, the figures reported in these notes are expressed in millions of €.

The Group has prepared the financial statements on the basis that it will continue to operate as a going concern. The Directors consider that there are no material uncertainties that may cast significant doubt over this assumption. They have formed a judgement that there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, and not less than 12 months from the date of signing the Company's Consolidated Financial statements.
Transactions with related parties form part of ordinary operations and are carried out under market conditions (i.e. conditions that would apply between two independent parties) or using criteria that allow for the recovery of costs incurred and a return on invested capital. All transactions with related parties were carried out in the Group's interest.

The Group is continuously improving its financial disclosures to make them more accessible and understandable to stakeholders. Material accounting policies applied by the Group based on IFRS have been identified and are indicated within the notes to the Consolidated Financial statements with 'Accounting policy', as well as key assumptions and estimates. Disclosures are provided for transactions and other events or conditions that are material for the Group, following the overall sequence of items in the consolidated statement of profit or loss, and accounting subjects related to the consolidated statement of financial position categorized by their intrinsic nature.



I. FORM AND CONTENT

In accordance with the format selected by the Group, the statement of profit or loss has been classified by function, and the statement of financial position is based on a distinction between current and non-current assets and liabilities. The Group considers that this format will provide a more meaningful representation of the items that have contributed to the results and assets and financial position.
Transactions or events that may generate income and expenses that are not relevant for assessing business performance, such as gains (losses) on the sale of fixed assets, restructuring and reorganization costs, non-recurring financial expenses, and any other non-recurring income (expenses), are described in the disclosures. This presentation complies with the requirements and guidelines of the European Securities and Markets Authority ('ESMA') set out in ESMA/2015/1415.
In 2024, the Group did not carry out any atypical and/or unusual transactions that, due to their materiality or size, type of counterparties to the transaction or method for determining the price and timing of the event (proximity to the end of the period), could give rise to concerns over the accuracy or completeness of the information in the financial statements, conflicts of interest, the safeguarding of company assets or the protection of minority shareholders.
The statement of cash flows was prepared using the indirect method.

II. SEASONAL FACTORS

Sales of certain Group products are more affected than others by seasonal factors, because of different consumption patterns or consumer habits. In particular, aperitif consumption tends to be concentrated during spring and summer, whereas sales of other products, such as sparkling wines and spirits, are concentrated in the last quarter of the year. Seasonal consumption cycles in the markets in which Campari Group operates may impact its financial results and operations. Notwithstanding Campari Group global presence, most of its revenue is in the northern hemisphere, and unseasonably cool or wet weather in the summer months can affect sales volumes. In general, the Group's diversified product portfolio and its geographical sales spread substantially help reduce risks relating to seasonal factors. Moreover, in order not to be excessively exposed to seasonal peaks, the Group is implementing initiatives to de-seasonalize the consumption moments of the main brands, with particular attention to the aperitif segment, ensuring constant consumption throughout the year, unlocking new consumption opportunities outside seasonal peaks.

III. CURRENCY CONVERSION CRITERIA AND EXCHANGE RATES APPLIED TO THE FINANCIAL STATEMENTS

CURRENCY CONVERSION

Items included in the financial statements of the Group's subsidiaries and joint-ventures are measured using the currency of the primary economic environment in which each entity operates (its functional currency) and are converted to the Group presentation currency (€) as follows:

- statement of profit or loss items are converted at the average exchange rate for the period, while statement of financial position items are converted at period-end exchange rates; exchange rate differences resulting from the application of differing criteria for conversion to the € of statement of profit or loss and statement of financial position items are recorded under the currency translation reserve under shareholders' equity until the investment in question is sold or terminated;
- any conversion differences between the value of initial shareholders' equity, as converted at end-of-period exchange rates, and the value of shareholders' equity for the previous year converted at current exchange rates are also recorded under the currency translation reserve. The key exchange rates used for conversion transactions are shown below.

	for the year ended 31 December 2024	at 31 December 2024	for the year ended 31 December 2023	at 31 December 2023
	average rate	end-of-period rate	average rate	end-of-period rate
US$	1.082	1.039	1.082	1.105
Canadian Dollar	1.482	1.495	1.460	1.464
Jamaican Dollar	169.267	161.513	166.714	170.623
Argentine Peso(1)	1,070.806	1,070.806	892.924	892.924
Australian Dollar	1.640	1.677	1.628	1.626
Brazilian Real	5.827	6.425	5.402	5.362
Swiss Franc	0.953	0.941	0.972	0.926
Yuan Renminbi	7.786	7.583	7.659	7.851
Great Britain Pounds	0.847	0.829	0.870	0.869
Japanese Yen	163.817	163.060	151.941	156.330
South Korea Won	1,475.256	1,532.150	1,413.269	1,433.660
Mexican Peso	19.825	21.550	19.190	18.723
New Zealand Dollar	1.788	1.853	1.762	1.750
Peruvian Sol	4.061	3.905	4.049	4.082
Russian Ruble(2)	100.374	116.562	92.479	99.192
Singapore Dollar	1.446	1.416	1.452	1.459
Ukraine Hryvnia	43.469	43.686	39.558	41.996
South Africa Rand	19.832	19.619	19.953	20.348

(1) The average exchange rate of the Argentine Peso was assumed to be equal to the spot exchange rate at the reporting date as required by the hyperinflation accounting standard. For reference only the average exchange rate would have been 989.539.
(2) On 2 March 2022, the European Central Bank ('ECB') decided to suspend the publication of a € reference rate for the Russian Ruble until further notice. The Group has therefore decided to refer to an alternative reliable source for exchange rates based on executable and indicative quotes from multiple dealers.

TRANSACTIONS IN FOREIGN CURRENCIES (NOT HEDGED WITH DERIVATIVES)

Revenues and costs related to foreign currency transactions are reported at the exchange rate applied on the date on which the transaction is carried out.
Monetary assets and liabilities in foreign currencies are initially converted into € at the exchange rate in effect on the transaction date and subsequently converted into € at the exchange rate applied on the reporting date, with the difference in value being posted to the statement of profit or loss.
Non-monetary assets and liabilities arising from the payment/collection of a foreign currency advance are initially recognised at the exchange rate in effect on the transaction date and are not subsequently modified to take account of any change in the exchange rate in effect on the reporting date.

HYPERINFLATION

If a subsidiary operates in a hyperinflationary economy, the related economic and financial results are adjusted in accordance with the method established by IFRS, before being translated into the functional currency of the Group (€). The economic and financial data are restated in local currency, taking into account the current purchasing power of the currency on the date of the financial statements. This process requires a number of complex procedural steps, which are maintained consistently over time.

The restatement procedures used by the Group are as follows:

- selection of a general price index;
- segregation of monetary and non-monetary items;
- restatement of non-cash items;
- restatement of the statement of profit or loss;
- calculation of monetary profit or loss;
- restatement of adjusted balance-sheet and income-statement values.

The restated statement of profit or loss is converted into € by applying the spot exchange rate at the end of the period instead of the average exchange rate for the period.
No restatement of the values presented in the comparative period prior to the official declaration of the subsidiary's adoption of hyperinflationary accounting is required in the Group's consolidated figures.
The effect of restating non-cash items is recognised in the statement of profit or loss under net financial income (expenses).
The indexes used to remeasure the values at 31 December 2024, in accordance with hyperinflationary economies IFRS rules, are shown in the table below. Specifically, the national Consumer Price Index ('nationwide CPI') of Argentina was used.

	for the year ended 31 December	
	2024	**2023**
	average rate	**average rate**
Consumer Price Index	7,708.683	3,297.610
	2024 conversion factor	2023 conversion factor
January	1.809	2.937
February	1.597	2.754
March	1.439	2.558
April	1.322	2.360
May	1.269	2.190
June	1.214	2.067
July	1.167	1.943
August	1.120	1.728
September	1.082	1.533
October	1.054	1.415
November	1.029	1.255
December	1.000	1.000

IV. USE OF ESTIMATES

Preparation of the financial statements and the related notes in accordance with IFRS requires management to make estimates and assumptions that have an impact on the Group's assets and liabilities and items in the profit or loss during the year. These estimates and assumptions, which are based on the best valuations available at the time of their preparation and are reviewed regularly, may differ from the actual circumstances and may be revised accordingly at the time the circumstances change or when new information becomes available. Future outcomes can consequently differ from estimates.

Details of critical estimates and judgements that could have a material impact on the financial statements are set out in the related notes as follows:

- BUSINESS COMBINATION
  Management judgement to determine all the factors relevant to the relationship with the investee to ascertain whether control has been established and whether the investee should be consolidated as a subsidiary. Management judgement to define fair acquisition values that are attributed to the assets and liabilities acquired. Please refer to note 4 i-'Acquisition and sale of businesses and purchase of non-controlling interests', 6 iv-'Other non-current financial assets', 6 v-'Non-current financial debt', 6 vi-'Current financial debt' and 8 iii-'Fair value information on assets and liabilities' of the Consolidated Financial statements at 31 December 2024;

- DISCLOSURES FOR CONTINGENT ASSETS AND LIABILITIES
  Management judgement in assessing the likelihood of whether a liability will arise and an estimate to quantify the possible range of any settlement and judgement in assessing the likelihood of the assets collection. Please refer to note 8 i- 'Provisions for risks, charges and contingent assets and liabilities' of the Consolidated Financial statements at 31 December 2024;

- RESTRUCTURING PROVISIONS, PROVISIONS FOR RISK AND CHARGES
  Management judgement in assessing the likelihood of whether a liability will arise and an estimate to quantify the possible range of any settlement. Please refer to note 8 i- 'Provisions for risks, charges and contingent assets and liabilities' of the Consolidated Financial statements at 31 December 2024;

- COMPENSATION PLANS IN THE FORM OF SHARE-BASED PAYMENTS:
  Management estimate in determining the assumptions in calculating the fair value of the plans. Please refer to note 7 v-'Share-based payments' of the Consolidated Financial statements at 31 December 2024;

- GOODWILL AND INTANGIBLE ASSETS
  Management judgement of the assets to be recognised and synergies resulting from an acquisition. Management judgements and estimates required to determine future cash flows and appropriate applicable assumptions to support the intangible asset value. Please refer to note 4 iii-'Intangible assets' of the Consolidated Financial statements at 31 December 2024;

- TAXATION
  Management judgement and estimate required to assess uncertain tax positions and the recoverability of deferred tax assets. Please refer to note 3 xiii-'Taxation' of the Consolidated Financial statements at 31 December 2024;

- INCREMENTAL INTEREST RATE FOR LEASE TRANSACTIONS
  Management judgements and estimates required to determine the rate level. Please refer to note 6 vii- 'Lease components in the statement of financial position' of the Consolidated Financial statements at 31 December 2024.

MACROECONOMIC AND GEOPOLITICAL UNCERTAINTY

During 2024, Campari Group continued to monitor and analyse the evolution of macroeconomic and geopolitical uncertainties. The critical review that was conducted included the ongoing conflicts and the impact of import tariffs in strategic geographies.

Recent announcement of potential tariffs of 25% on Mexico, Canada and Europe from the United States would have an impact on Campari Group performance given the current exposure in those markets. The Group is currently evaluating all potential remediation opportunities. Regarding the temporary tariffs on cognac in China, the impact for the Group is expected to be immaterial and the Group will continue to monitor the evolution of this topic.

Moreover, Campari Group, like all members of the spirits industry, has been exposed to a persistently volatile macroeconomic environment, which may have potential downside effects on consumer behaviour. The Group therefore continuously monitors the evolving macroeconomic scenario to mitigate its impact on operations.

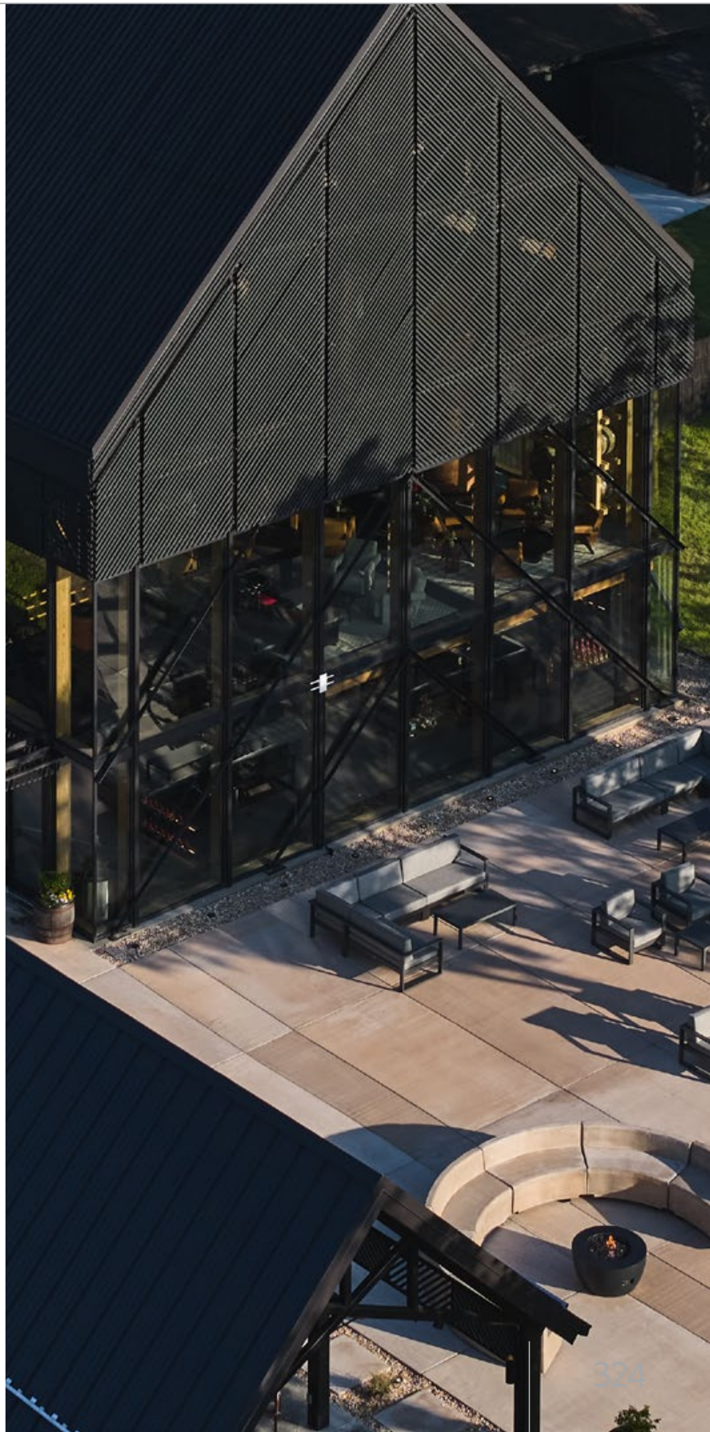
SUSTAINABILITY AND CLIMATE-RELATED MATTERS

Campari Group recognises that sustainability and climate-related matters are one of the greatest challenges for the future of the planet and is actively engaged on its path related to the defined sustainability priorities to which all major global functions contribute. Following a very positive progression during recent years, more challenging medium- and long-term targets have been set by the Group to reinforce its environmental, social and governance commitments. In the context of the prevailing macroeconomic environment, it is crucial to underscore that production operations, the comprehensive value chain and the implementation of the Group's strategies might all potentially be affected by the ramifications of climate change (both physical climate risks as well as transition risks as mentioned below). These impacts could encompass both acute and extreme events, as well as chronic factors such as rising temperatures and drought, and they therefore present physical risks.

Throughout the previous years and in 2024 Campari Group undertook a thorough climate change risk assessment to evaluate and better understand the potential impacts of climate change on its operations and strategies on its value chain. This assessment includes an in-depth analysis of environmental risks, opportunities for sustainability improvements, and the development of mitigation and adaptation plans. By doing so, the Group aims to enhance its resilience and contribute positively to global climate action efforts.

Climate- and nature-related risks encompass the potential for adverse impacts on human lives, livelihoods, health, assets, services, biodiversity, ecosystems, supply chains, and infrastructure. These risks stem from shifts in climatic patterns, rising global temperatures, and other environmental challenges. Physical risks refer to the growing intensity and frequency of climate- and weather-related events, such as floods, droughts, and tropical storms, as well as ecological issues, including soil degradation and the decline of pollinator populations. Transition risks and opportunities pertain to structural changes associated with the shift to a low-carbon, environmentally sustainable economy, driven by evolving consumer behaviours, advancements in technology, and the implementation of climate- and nature-focused policies and regulations.

Climate change is therefore a major disruptive force with the potential to drive substantial changes to the Group's operations in the short- to medium- and long-term. Throughout the year, the Group has focused on reviewing and integrating ESG information in alignment with the new EU legislation, including the Corporate Sustainability Reporting Directive ('CSRD'). This process involved the implementation of the European Sustainability Reporting Standards ('ESRS'), enabling insights into double materiality analysis, taxonomy disclosures, and gap assessments against previously applied sustainability standards. These efforts aim to ensure full compliance with the regulatory requirements governing the Annual Report as of 31 December 2024. The impact of the 2024 assessment in relation to ESG-related material impacts, risks and opportunities has been considered in evaluating estimates and judgements in the preparation of these



Consolidated Financial statements. The analysis conducted in the course of 2024 did not identify any issue not attributable to and not addressable in the ordinary course of business:

- the anticipated effect of climate change is not expected to be material over the going concern periods specified below;
- the capital investment focused on climate-related topic amounted to €55.7 million, with the related impact included in the disclosures provided in 4-ii. 'Property, plant and equipment, right of use asset' in 'Operating assets and liabilities' chapter;
- the impact of climate change is more sensitive on biological goods as all agricultural ingredients remain at risk mainly due to water scarcity and rising temperatures. To address and mitigate these risks, the Group developed contingency plans for alternative sourcing of biological assets (which remained inactive in 2023 and 2024) and implemented proactive measures to combat water scarcity, including capital investments in the United Kingdom and Jamaica, as reflected in the overall cash out of capital expenditure;
- the impact of climate change on cash flow forecasts has been factored into projections used for impairment assessments of the value in use of non-current assets including goodwill, with capital expenditure budgets 2025 supporting climate-related initiatives also considered for an amount of €20.3 million;
- given the Group's approach to managing its business with a strategic focus on emissions reduction, no carbon allowances were purchased during the year 2024, consistent with the practice observed in 2023;
- the impact of climate change on factors such as residual values, useful lives, and depreciation methods that influence the carrying values of fixed assets was assessed, and no triggering factors were identified in 2024 that would necessitate a revision;
- the impact of other initiatives linked to the adoption of a sustainable strategy has been managed within the framework of standard negotiations with suppliers, with the associated values (impacts) reflected across the various reporting lines as part of ordinary business operations (i.e. training initiatives, community involvement initiatives, logistic and transportation management, etc.);
- the achievement of improved positioning on ESG targets linked to financing agreements resulted in a saving in financial costs of €0.2 million for the year ended 31 December 2024, included in 'Financial income and expenses' profit or loss line.

GOING CONCERN INCLUDING NET FINANCIAL DEBT AND LIQUIDITY RISK

In terms of its operating and financial profiles, the Group continues to be very sound and was not exposed to any going-concern issues in 2024. Furthermore, it does not anticipate any such issues in the 12 months subsequent to the authorisation of these Consolidated Financial statements for issue. The year ended 31 December 2024 confirmed solid growth driven by Global Priorities, primarily in the Americas and EMEA, in a softened market context.

With regard to the Group's net debt position and namely with respect to financial assets, these are not subject to particular risks, since the investments considered by the Group are always the subject of a careful and scrupulous preliminary analysis and are always coherent with financial needs. With respect to financial liabilities, the Group's indebtedness ratios measured internally (given the lack of covenants on existing debt) were under control and consistently at a level considered entirely manageable by the Group. During 2024, the Group's financial structure was confirmed to have been strengthened by the availability of significant committed and uncommitted credit lines. No renegotiation of interest rates or conditions was performed outside the normal course of business. The debt profile is appropriately balanced between variable and fixed rate, thus minimizing the Group's exposure to market risk. In 2024 with respect to lease and rental agreements, there were no new significant negotiations, including sub-leases, nor significant contract amendments generating financial receivables or liabilities. In terms of fair value measurement hierarchies of financial items, there were no changes to be reflected other than those disclosed in the related notes.

A separate analysis was performed with

reference to financial liabilities arising from put option and earn-out agreements valued at fair value and where the basis of the estimate is linked to brand performance. The analysis was conducted in conjunction with the considerations described in relation to the impairment test on goodwill, brands and intangible assets with a finite life, in order to ensure homogeneity and consistency in the valuation, and from the analyses no particular circumstances emerged requiring significant revisions of these liabilities. The macroeconomic trend in 2024 did not trigger any significant change in clients' contracts or any change in the revenue recognition criteria previously identified. Significant judgements were used to review the expected credit losses based on the Group business model to manage financial instruments, namely with reference to the markets directly impacted by the Russia-Ukraine conflict. To facilitate liquidity management, the Group continued the reverse factoring program, confirmed with a limited number of trusted suppliers involved, consistent with previous years: the trade payables under reverse factoring agreements continued to be classified as a component of the Group's operating working capital with no separate disclosure as primary line items of the consolidated financial statements in consideration of the total exposure.

IMPAIRMENT OF GOODWILL, BRANDS AND INTANGIBLE ASSETS WITH A FINITE LIFE

Intangible assets with an infinite life are represented by goodwill and brands, both associated with business acquisitions. The Group expects to obtain positive cash flow from these assets for an infinite period of time.
Regarding the 2024 performance, the Group continued leveraging its strong brand portfolio, particularly in growing categories such as aperitifs and tequila. In the current environment characterised by continued macro volatilities, the Group performed an assessment to identify any event that might trigger the risk of impairment on its goodwill, brands and intangible assets with a finite life. This assessment confirmed that neither external nor internal events have led to any substantial change on the recoverability of these intangible assets with the exception of the Cabo Wabo, Bulldog and Wilderness Trail Distillery trademarks for a total value of €50.8 million at average exchange rate for the period 1 January to 31 December 2024.
In the current macroeconomic circumstances, there was no evidence of significant deterioration of consumer demand affecting business plans. Moreover, there has not been any interruption of the operation of the Group's plants or supply from suppliers or problems with logistics and freight transport activities that the Group was not able to mitigate in the ordinary course of business.

During 2024, there were no issues related to operations in terms of production facilities since all the Group's plants and distilleries remained fully operational. Furthermore, there was no direct impact caused by international conflicts as the Group does not have any production facilities in the countries directly involved.

PROVISION FOR RISK AND CHARGES AND ONEROUS CONTRACTS

In terms of the assessment of provisions for risks and charges and onerous contracts, significant judgements were used to assess the impact of triggering events. The restructuring provision included in the 2024 Consolidated Financial statements was subject to a thorough evaluation and estimation process, in accordance with IFRS principles, ensuring that recognition and measurement align with the underlying obligations and anticipated costs. No supply chain constraints were detected that should have been reflected in the above assessment.

TAXATION

During the year, all material assumptions and estimates considered in the preparation of this annual report were reviewed. In particular, tax rates were investigated to check for any changes that occurred during the period in the various tax jurisdictions and any amendments substantially enacted were considered in assessing both current and deferred taxes. The review conducted has not identified any new triggering events that could influence the recoverability of deferred tax assets and the recognition of any additional liabilities for uncertain tax positions or tax risks related to the macroeconomic environment connected with the Russia-Ukraine conflict or concerning climate-related or other environmental matters. With reference to Organisation for Economic Co-operation and Development ('OECD') global minimum taxes ('Pillar two'), the Group updated its assessment confirming no significant amount of current taxes needed to be recorded in the profit or loss for 2024.

V. PRINCIPLES OF CONTROL AND CONSOLIDATION

PRINCIPLES OF CONTROL

Control is determined when the Group is exposed to or has a right to variable returns resulting from its involvement with the investee, and, at the same time, has the ability to use its power over the investee to affect these returns. Specifically, the Group controls a business if, and only if, it has:

- power over the investee (or holds valid rights that give it the actual ability to manage significant activities of the investee);
- exposure or rights to variable returns resulting from its involvement with the investee;
- the ability to use its power over the investee to affect the size of its returns.

Generally, control is assumed to exist when the Group possesses a majority of the voting rights. In support of this assumption and when the Group holds less than the majority of the voting rights (or similar rights), the Group considers all relevant facts and circumstances in assessing whether it controls the investee, including contractual arrangements with other holders of voting rights, rights arising from contractual arrangements, and the Group's voting rights and potential voting rights.
The Group reassesses whether or not it controls a subsidiary if facts and circumstances indicate that one or more of the three significant elements defining control have changed. Consolidation of a subsidiary begins when the Group obtains direct or indirect control of that subsidiary (or through one or more other subsidiaries) and ceases when the Group loses control therefrom. The assets, liabilities, revenues and costs of the subsidiary acquired or disposed of over the year are included in the Consolidated Financial statements from the date on which the Group obtains control until the date on which the Group no longer exercises control over the company.
Changes in investments in subsidiaries that do not result in acquisition or loss of control are recorded as changes in shareholders' equity.
If the Group loses control of a subsidiary, the related assets (including goodwill), liabilities, non-controlling interests and other components of shareholders' equity are derecognised, while any gain or loss is recognised in the statement of profit or loss. Any ownership interest maintained is recorded at fair value.

PRINCIPLES OF CONSOLIDATION

The Consolidated Financial statements include the financial statements of the Parent Company and of the Italian and foreign subsidiaries. All subsidiaries are consolidated on a line-by-line basis. The carrying amount of the investments in subsidiaries is derecognised against the corresponding portion of the shareholders' equity of the subsidiaries. At the first consolidation stage, individual assets and liabilities are measured at fair value in the context of the purchase price allocation at the date control was acquired. Any residual positive difference in the allocation is recorded under the asset item 'goodwill', and any negative amount is allocated to the statement of profit or loss.
The subsidiaries' financial statements are based on the same financial year as the Parent Company and drawn up for the purposes of

consolidation. When necessary, appropriate adjustments are made to subsidiaries' financial statements to bring them into line with the Group's accounting policies. Joint-ventures are measured by applying the equity method.
When preparing the Consolidated Financial statements, unrealized gains and losses resulting from intra-group transactions are derecognised, as are the entries giving rise to payables and receivables, and costs and revenues between the companies included in the basis of consolidation. All intra-group assets and liabilities, shareholders' equity, revenues, costs and cash flow relating to transactions between Group entities are fully derecognised on consolidation. All remaining assets and liabilities, expenses and revenues of the subsidiaries are fully reflected in the Consolidated Financial statements. Unrealized gains and losses generated on transactions with joint-ventures are derecognised to the extent of the Group's percentage interest in those companies. Dividends collected from consolidated companies are derecognised.
The profit (loss) for the year and all other components of the statement of other comprehensive income are attributed to the shareholders of the Parent Company and to non-controlling interests, even if this results in non-controlling interests having a negative value. Non-controlling interests in shareholders' equity and related results are reported under the appropriate line items in the primary financial statements.

BASIS OF CONSOLIDATION

The following changes were made to the basis of consolidation, resulting from the acquisitions and reorganization of companies:

- with effective date of merger 1 January 2024, for statutory and tax purposes, Terrazza Aperol S.r.l. was merged within Campari Mixology S.r.l., with the aim of optimizing and streamlining the Group's structure;
- on 30 April 2024, Campari Group completed the acquisition of 100% of Beam Holdings France S.A.S. (now renamed Courvoisier Holding France S.A.S.), which in turn owns 100% of Courvoisier S.A.S., the owner of the Courvoisier brand. The structure of the transaction is described in paragraph 'Significant events of the period' in the Management Board Report of this annual report at 31 December 2024, and the impact of the acquisition is described in note 4 i-'Acquisition and sale of businesses and purchase of non-controlling interests'. The transaction implied the inclusion in the basis of consolidation starting from 1 May 2024 of the above-mentioned companies and the related subsidiaries, which are all located in France: L. De Salignc & CIE, Distillerie Charentaise Jubert S.A.S., SCEA Domaine Guilloteau, SICA Des Baronnies de Jarnac, SICA Quinze des Borderies et Champagnes, Association Coopérative des Bouilleurs de Cru. The effects of the acquisition are highlighted as 'perimeter effect' in the notes to the Consolidated Financial statements, where applicable;
- on 30 September 2024, the Group finalised negotiations to acquire the remaining 49% minority interests in Licorera Ancho Reyes y cia, S.A.P.I. de C.V. and Casa Montelobos, S.A.P.I. de C.V.;
- on 5 November 2024, Scev des Gloriettes and Sci Athena were merged within Champagne Lallier S.A.S., with the aim of optimizing and streamlining the Group's structure. For statutory and tax purposes, the effective date of the merger was 1 January 2024;
- on 29 November 2024, the Group acquired the outstanding 49% minority interest in Trans Beverages Company Ltd., subsequently renamed Campari Korea Ltd.;
- on 1 December 2024, Courvoisier Holding France was merged within Courvoisier S.A.S., with the aim of optimizing and streamlining the Group's structure. For statutory and tax purposes, the effective date of the merger was 1 January 2024;
- on 12 December 2024, the remaining 40% minority interest in Thirsty Camel Ltd. (effectively renamed as Campari New Zealand Ltd. starting from 1 January 2025) was acquired;
- following the acquisition of the remaining outstanding shares of 60% in the trading company CT Spirits Japan Ltd. in 2023, during 2024 the company was renamed Campari Japan Limited.

The tables below list the companies included in the basis of consolidation at 31 December 2024.

name of company, activity	registered office	share capital at 31 December 2024		% owned by Davide Campari-Milano N.V.		indirect ownership through
		currency	amount	direct	indirect	
Davide Campari-Milano N.V., holding, trading and manufacturing company	legal domicile: Amsterdam (Netherlands) Corporate address: Via Franco Sacchetti 20, 20099 Sesto San Giovanni, Milan, Italy.	€	12,312,677[1]			
Fully consolidated companies						
Italy						
Campari International S.r.l., trading company	Via Franco Sacchetti 20, 20099 Sesto San Giovanni; Milan, Italy		€700,000	100.00		
Campari Mixology S.r.l., trading company	Piazza Duomo 21, 20121 Milan, Italy		€68,880	100.00		
Europe and Africa						
Campari Austria GmbH, trading company	Naglergasse 1/Top 13,1010 Wien, Austria		€500,000	100.00		
Campari Benelux S.A., trading company	Rue aux Laines 70, 1000 Bruxelles, Belgium		€1,000,000	61.01	38.99	Glen Grant Ltd. 38.99%
Campari Deutschland GmbH, trading company	Adelgundenstr. 7, 80538 Munich, Germany		€5,200,000	100.00		
Campari España S.L.U., trading company	Calle de la Marina 16-18, planta 29, Barcelona, Spain		€4,279,331	100.00		
Campari RUS LLC, trading company	115088, Moscow, 2nd Yuzhnoportovy proezd, 14/22, Russia	RUB	210,000,000	100.00		
Campari Schweiz A.G., trading company	Lindenstrasse 8, 63471 Baar, Switzerland	CHF	500,000	100.00		
Campari Ukraine LLC, trading company	8, Illinska Street, 5 Floor, block 8 and 9, Kiev, 4070 Ukraine	UAH	87,396,209	99.00	1.00	Campari RUS LLC 1%
Glen Grant Ltd., manufacturing and trading company	Glen Grant Distillery, Elgin Road, Rothes, Morayshire, AB38 7BS, United Kingdom	GBP	164,949,000	100.00		
Campari Hellas Single Member Societe Anonyme, manufacturing and trading company	6 and E Street, A' Industrial Area, 38500 Volos, Greece		€6,811,220	100.00		
Société des Produits Marnier Lapostolle S.A.S., holding company	14 rue Montalivet 75008 Paris, France		€62,941,820	100.00		
Campari France S.A.S., manufacturing and trading company	14 rue Montalivet 75008 Paris, France		€262,093,200		100.00	Société des Produits Marnier Lapostolle S.A.S. 100%
Bellonnie et Bourdillon Successeurs S.A.S., manufacturing and trading company	Zone de Génipa, 97224, Ducos, Martinique		€5,100,000		96.53	Campari France S.A.S.96.53%
Distilleries Agricole de Sainte Luce S.A.S., agricultural production company	Zone de Génipa, 97224, Ducos, Martinique		€2,000,000		96.53	Bellonnie et Bourdillon Successeurs S.A.S. 100%
SCEA Trois Rivières, agricultural service company	Zone de Génipa, 97224, Ducos, Martinique		€5,920		96.53	Bellonnie et Bourdillon Successeurs S.A.S. 25% Distilleries Agricoles de Sainte Luce S.A.S 75%
Champagne Lallier S.A.S., manufacturing company	4 Place de la Libération, 51160, Ay, France		€3,778,450		100.00	Campari France S.A.S. 100%
Eric Luc, manufacturing and property company	5 rue Ritterbandt, 51160, A-Champagne, France		€700,000		95.00	Campari France S.A.S. 95%

name of company, activity	registered office	share capital at 31 December 2024		% owned by Davide Campari-Milano N.V.		indirect ownership through
		currency	amount	direct	indirect	
Courvoisier S.A.S., manufacturing and trading company	2 place du Château, 16200 Jarnac, France		€168,100,293		100.00	Courvoisier Holding France 100%
L. De Salignc & CIE, trading company	2 place du Château, 16200 Jarnac, France		€1,143,750		100.00	Courvoisier S.A.S 100%
Distillerie Charentaise Jubert S.A.S., manufacturing and trading company	12 rue Guy Barat, 16120 Châteauneuf-Sur-Charente, France		€329,400		100.00	Courvoisier S.A.S 100%
SCEA Domaine Guilloteau, agricultural production company	16 rue de la Croix, Les Basses Champagnères, 16200 Les Métairies, France		€10,000		85.00	Courvoisier S.A.S 85%
SICA Des Baronnies de Jarnac, agricultural production company(3)	4 place du Château, 16200 Jarnac, France		€116,516		16.38	Courvoisier S.A.S 8.19% Distillerie Charentaise Jubert S.A.S. 8.19%
SICA Quinze des Borderies et Champagnes, agricultural production company(3)	4 place du Château, 16200 Jarnac, France		€168,147		5.42	Courvoisier S.A.S 3.61% Distillerie Charentaise Jubert S.A.S. 1.81%
Association Coopérative des Bouilleurs de Cru, agricultural production company(3)	2 place Du Chateau, 16200 Jarnac France		€248,561		1.96	SCEA Domaine Guilloteau 2.30%
Campari South Africa Pty Ltd., trading company	2nd Floor ICR House Alphen Park, Constantia main road, Constantia, Western Cape 7806, South Africa	ZAR	310,247,750		100.00	Campari España S.L.U.
Americas						
Campari America, LLC, manufacturing and trading company	1114 Avenue of the Americas, 19th Floor New York, 10036 United States	US$	566,321,274	100.00		
Wilderness Trail Distillery, LLC, holding company	4095 Lebanon Road Danville, Kentucky 40422 United States	US$	-		70.00	Campari America LLC 70%
Wilderness Trace Distillery, LLC, manufacturing and trading company	4095 Lebanon Road Danville, Kentucky 40422 United States	US$	-		70.00	Wilderness Trail Distillery, LLC 100%
Campari Argentina S.A., manufacturing and trading company	Tucuman, Piso 4 1107 Buenos Aires, Ciudad de Buenos Aires Argentina	ARS	1,179,565,930(2)	98.81	1.19	Campari do Brasil Ltda. 1.19%
Campari do Brasil Ltda., manufacturing and trading company	Alameda Rio Negro 585, Edificio Demini, Conjunto 62, Alphaville-Barueri-SP, Brasil	BRL	36,870,056	99.9999	0.0001	Campari Schweiz A.G. 0.0001%
Campari Mexico S.A. de C.V., trading company	Avenida Americas 1500 Piso G-A Colonia Country Club, Guadalajara, Jalisco, 44610 Mexico	MXN	5,525,434,642		100.00	Campari España S.L.U. 99.00% Campari America, LLC 1.00%
Campari Mexico Destiladora S.A. de C.V., manufacturing company	Camino Real a Atotonilco No. 1081, La Trinidad, San Ignacio Cerro Gordo, Jalisco, Z.C. 47195, Mexico	MXN	10,100,000		100.00	Campari Mexico, S.A. de C.V. 99.99% Campari America, LLC 0.01%
Licorera Ancho Reyes y cia, S.A.P.I. de C.V., manufacturing and trading company	Paseo de los Tamarindos No. 90 Edificio Arcos Bosques Torre II-Piso 5C Col. Bosques de las Lomas, 05120, Mexico	MXN	73,972		100.00	Campari España S.L.U. 99.99% Campari Mexico, S.A. de C.V. 0.01%
Casa Montelobos, S.A.P.I. de C.V., manufacturing and trading company	Paseo de los Tamarindos No. 90 Edificio Arcos Bosques Torre II-Piso 5C Col. Bosques de las Lomas, 05120, Mexico	MXN	5,247,771.30		100.00	Campari España S.L.U. 99.99% Campari Mexico, S.A. de C.V. 0.01%
Campari Peru SAC, trading company	Av. Jorge Basadre No.607, oficina 702, distrito de San Isidro, Lima, Peru	PEN	34,733,588		100.00	Campari Espãna S.L.U. 99.92%, Campari do Brasil Ltda. 0.08%
Forty Creek Distillery Ltd., manufacturing and trading company	297 South Service Road West, Grimsby, ON L3M 1Y6 Canada	CAD	105,500,100	100.00		
J. Wray and Nephew Ltd., manufacturing and trading company	23 Dominica Drive, Kingston 5, Jamaica	JMD	750,000		100.00	Campari Espãna S.L.U.

name of company, activity	registered office	share capital at 31 December 2024		% owned by Davide Campari-Milano N.V.		indirect ownership through
		currency	amount	direct	indirect	
Asia						
Campari (Beijing) Trading Co. Ltd., trading company	Building 1, Level 5, Room 66, 16 Chaowai Avenue, Chaoyang District, Beijing, China	CNY	104,200,430	100.00		
Campari Australia Pty Ltd., manufacturing and trading company	Level 21, 141 Walker Street North Sydney, 2060, Australia	AUD	56,500,000	100.00		
Campari India Private Ltd., trading company	Upper Ground and First Floor Shop No. SG-1 and SF-1, DT Greater Kailash-II, New Delhi 110048, India	INR	172,260	99.99	0.01	Campari Australia Pty Ltd. 0.01%
Campari New Zealand Ltd., trading company	C/o KPMG 18, Viaduct Harbour Av., Maritime Square, Auckland, New Zealand	NZD	10,000		100.00	Campari Australia Pty Ltd.
Thirsty Camel Limited, trading company	c/- Farry Law, Level 11, 152 Quay Street Auckland CBD, 1010, New Zealand	NZD	5,180,000		100.00	Campari Australia Pty Ltd.
Campari Singapore Pte Ltd., trading company	152 Beach Road, #24-06, 1Gateway East, 189721, Singapore	SGD	19,100,000	100.00		
Campari Korea Co. Ltd., trading company	5th Floor, 14 Samsung-ro 133-gil Gangnam-gu, Seoul, South Korea, Songpa-gu, Seoul, Korea	KRW	2,000,000,000		100.00	Glen Grant Ltd.
Campari Japan Limited, trading company	107-0062 Tokyo 1-1-1 Minami-Aoyama, Shin Aoyama Bldg West 6F, Minato-Ku Japan	JPY	100,000,000	100.00		

(1) The €12,312,677 represents ordinary share capital.
(2) The share capital does not include effects related to the hyperinflation accounting standard.
(3) Share capital values at 31 October 2024.

VI. CHANGE IN REPRESENTATION

The disclosure of 'Net sales' and 'segment reporting' was reviewed due to the fact that the Group undertook a partial business unit reconfiguration, resulting in the combined EMEA region starting from 1 January 2024. The unified European area is aimed at strengthening the Group's leadership position in this region, unlocking operational and commercial efficiencies. Therefore, to enhance disclosure concerning net sales information, from 2024 the Group is overseen through distinct business units organised by the following geographical regions: 'Americas', 'EMEA' (combining Europe and Southern Europe Developing Markets, Middle East and Africa), and 'Asia-Pacific'. Simultaneously, the Group reorganised its brand clusters, with Espolòn being promoted to global priority brand status effective from the same date. Furthermore, to align with the comprehensive product portfolio review, minor adjustments have been made to the composition of regional priority clusters.

To reflect this change in representation, comparative data for full year 2023 has also been restated accordingly in both disclosures 'Group net sales focus by region' and 'Group net sales focus by priorities', statement of profit or loss and disclosure of selling, general and administrative expenses.

It is noted that the changes in representation do not imply changes in the disclosures provided in the Consolidated Financial statements at 31 December 2023, which remain fully comprehensive and complete.

VII. CHANGE IN ACCOUNTING STANDARDS

SUMMARY OF THE NEW ACCOUNTING STANDARDS ENDORSED AND ADOPTED BY THE GROUP FROM 1 JANUARY 2024

These amendments applied for the first time in 2024 but did not have a significant impact to be reported on Campari Group's full year Consolidated Financial statements.

Amendment to IAS 1-'Presentation to Financial Statements' including the following:

- 'Classification of Liabilities as Current or Non-current' and 'Deferral of Effective Date' (issued on 23 January 2020 and 15 July 2020 respectively). The amendment specifies the requirements to classify liabilities as current or non-current by clarifying i) what is meant by a right to defer the settlement; ii) that if an entity has the right to roll over an obligation for at least twelve months after the end of the reporting period, it classifies the obligation as non-current, even if it would otherwise be due within a shorter period; iii) that the classification is unaffected by the likelihood that an entity will exercise its deferral right and iv) that the settlement refers to a transfer to the counterparty that results in the extinguishment of the liability.
- 'Non-current Liabilities with Covenants' (issued on 31 October 2022). The amendments clarify that only covenants with which an entity must comply on or before the reporting date will affect a liability's classification as current or non-current; while additional disclosures are required for non-current liabilities arising from loan arrangements that are subject to covenants to be complied with within twelve months after the reporting period.

Amendment to IFRS 16-'Leases: Lease Liability in a Sale and Leaseback' (issued on 22 September 2022). A sale and leaseback transaction involves the transfer of an asset by an entity (the seller-lessee) to another entity (the buyer-lessor) and the leaseback of the same asset by the seller-lessee. The amendment specifies how a seller-lessee measures the lease liability, which arises in a sale and leaseback transaction, to ensure that it does not recognise any amount of the gain or loss related to the right-of-use retained. The amendment does not change the accounting for leases unrelated to sale and leaseback transactions.

Amendments to IAS 7-'Statement of Cash Flows' and IFRS 7-'Financial Instruments: Disclosures: Supplier Finance Arrangements'

(issued on 25 May 2023) which address the disclosure requirements to enhance the transparency of supplier finance arrangements and their effects on a company's liabilities, cash flows and exposure to liquidity risk (note 6- 'ix Explanatory notes to the cash flow statement').

ACCOUNTING STANDARDS, AMENDMENTS AND INTERPRETATIONS THAT HAVE BEEN ENDORSED BUT ARE NOT YET APPLICABLE/HAVE NOT BEEN ADOPTED IN ADVANCE BY THE GROUP

The Group is still assessing the impact of these amendments on its financial position or operating results, in so far as they are applicable.

Amendments to IAS 21-'The Effects of Changes in Foreign Exchange Rates': Lack of Exchangeability' (issued on 15 August 2023). The amendments clarify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking, as well as require the disclosure of information that enables users of financial statements to understand the impact of a currency not being exchangeable. The first application is for annual periods starting on or after 1 January 2025.

ACCOUNTING STANDARDS, AMENDMENTS AND INTERPRETATIONS NOT YET ENDORSED

The Group is still assessing the impact of these amendments on its financial position or operating results, in so far as they are applicable.

Amendments to IFRS 9 and IFRS 7-'Amendments to the Classification and Measurement of Financial Instruments' (issued on 30 May 2024). The amendments are effective for annual periods starting on or after 1 January 2026 including:

- a clarification that a financial liability is derecognised on the 'settlement date' and introduce an accounting policy choice (if specific conditions are met) to derecognise financial liabilities settled using an electronic payment system before the settlement date;
- additional guidance on how the contractual cash flows for financial assets with ESG and similar features should be assessed;
- clarifications on what constitute 'non-recourse features' and what are the characteristics of contractually linked instruments;
- the introduction of disclosures for financial instruments with contingent features and additional disclosure requirements for equity instruments classified at fair value through other comprehensive income.

Amendments to IFRS 9 and IFRS 7-'Contracts Referencing Nature-dependent Electricity' (issued on 18 December 2024). The following amendments would enable the contracts relating to nature-based electricity to be better recognised in companies' financial statements:

- clarification of the application of the own use exemption to these contracts;
- amendment of the hedge accounting requirements to allow contracts for electricity from nature-dependent renewable energy sources to be used as a hedging instrument if certain conditions are met;
- introduction of additional disclosure requirements to enable investors to understand the impact of these contracts on a company's financial performance and future cash flow.

The amendments are effective for annual periods starting on or after 1 January 2026.

Annual Improvements to IFRS Accounting Standards-Volume 11 (issued on 18 July 2024). Includes amendments that either clarify the wording of an IFRS standard or correct relatively minor unintended consequences, oversights or conflicts between requirements in the standards. The amendments contained in the Annual Improvements relate to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7. The amendments are effective for annual periods starting on or after 1

January 2026, with earlier application permitted. IFRS 18-'Presentation and Disclosure in Financial Statements' (issued on 9 April 2024). IFRS 18 replaces IAS 1-'Presentation of Financial Statements', introducing new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new. It also requires disclosure of newly defined management-defined performance measures ('MPMs'), which are subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes.

In addition, narrow-scope amendments have been made to IAS 7-'Statement of Cash Flows', which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards. The amendments are effective for annual periods starting on or after 1 January 2027, but earlier application is permitted and must be disclosed. IFRS 18 will apply retrospectively.

3. RESULTS FOR THE PERIOD

This section details accounting policies for net sales, operating segment, cost of sales, point of sale materials, personnel costs, depreciation and amortisation, financial income and expenses, lease components share of profit (loss) of joint-ventures, as well as taxation. Judgements and estimates are stated regarding taxation.
This section discloses the information on costs and revenues, gain and losses affecting the results and performance for the year ended 31 December 2024, as well as financial information for taxation and joint-ventures.

I. NET SALES

ACCOUNTING POLICY

REVENUE RECOGNITION
Revenues are recognised when the customer gains control of the goods. Transfer of control is determined using a five-step analytical model applied to all revenues from customer contracts. This occurs when the goods are delivered to the customer, who has complete discretion over the sales channel and price of the products themselves, and there is no unfulfilled obligation that could affect acceptance by the customer. Delivery takes place when the products have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the customer and the customer has accepted the products in accordance with the sales contract, the terms and conditions of acceptance have expired, or the Group has objective evidence that all criteria for acceptance have been met. The Group's revenues mainly include sales of spirits on the market and, to a marginal extent, revenues from co-packing services in some way linked to the Group's core business, for which the breakdown of sales is not disclosed in consideration of their limited importance.

Revenues are recognised at the price stated in the contract, net of any estimates of deferred discounts or incentives granted to the customer in line with industry practice, for example:

- volume/value discounts based on cumulative sales above a threshold at the end of a given period;
- performance-based discounts (such as discounts, rebates, performance bonuses, logistical discounts), based on promotional activities carried out by the customer and agreed upon in advance;
- customer incentives, such as discount vouchers, free products, price protection, market development allowances and price reduction allowances (to compensate for low sales);
- product placement allowances (such as contributions for placement and range).

Historical experience is used to estimate deferred discounts/incentives based on agreements with clients, and revenues are recognised only to the extent that it is highly probable that there will be no need for subsequent significant adjustments.

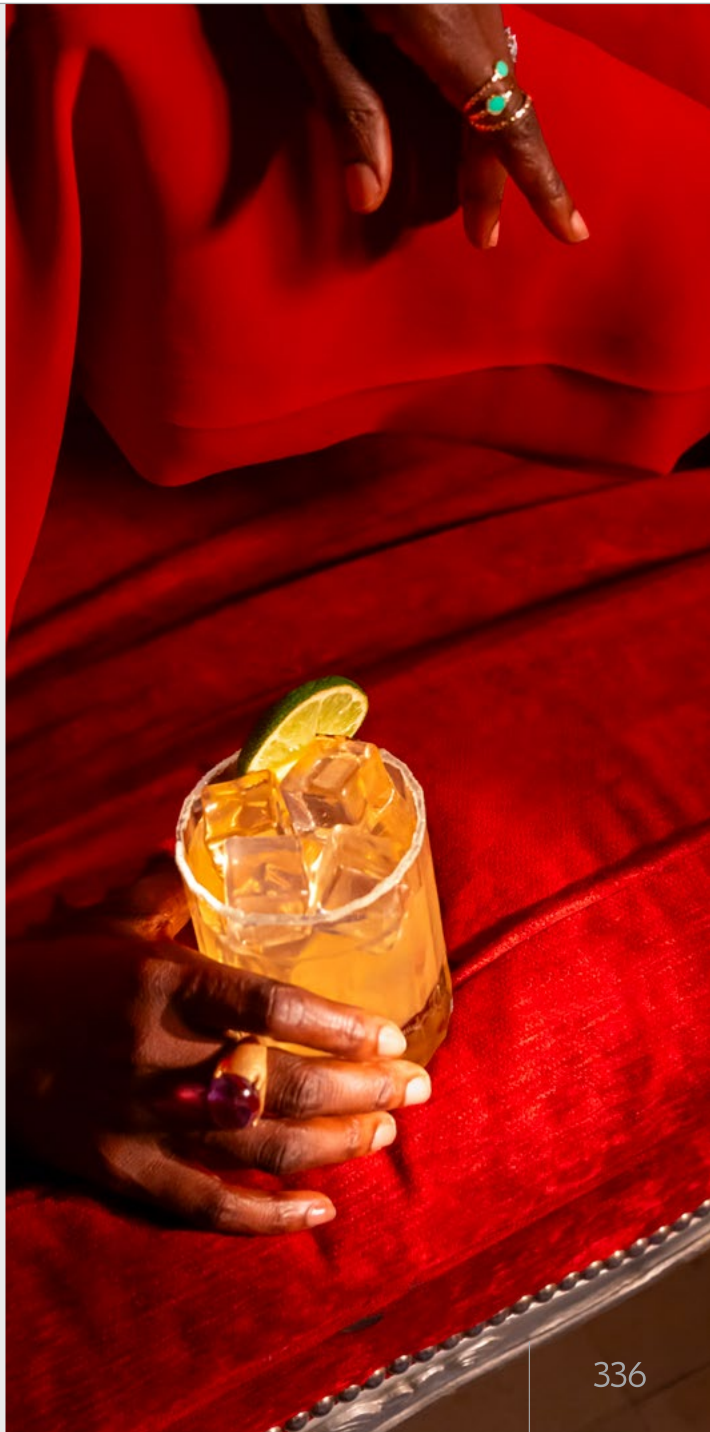
No financing element is deemed to be present as sales are made with only a brief delay before payment: contracts are generally not entered into when there is more than one year between the transfer of the goods and the payment by the customer.
Discounts relating to specific payment terms that lower the Group entity's collection risk or reduce administrative costs, and/or improve liquidity (such as payments at the time of sale) are recognised as a reduction in revenue.
A liability reducing the related trade receivable is recognised for deferred discounts due to customers in relation to sales made up to the end of the period. Such liabilities can then be offset against the amounts payable by the customer.
Receivables are recognised when the goods are delivered, as this is the point in time that the consideration is unconditional because only the passage of time is required before payment is due.

CONSUMPTION TAXES RECOGNITION

The Group incurs consumption taxes worldwide. In most jurisdictions, excise duty is a production tax that is payable by the manufacturer, becomes payable when the product is removed from captive warehouses, and is not directly related to the sales value: the excise duty is consequently recognised as a cost for the Group. Excise duties are normally recovered through the sales, although they are generally not shown as a separate item on external invoices. Excise duty increases are not always passed on to the customer, and if a customer does not pay for the product received, the Group cannot request a refund of the excise duty. For excise duties passed on to customers, the Group considers itself an agent of the regulatory authorities, and consequently, the re-invoiced excise values are excluded from the presentation of net sales in the primary statements and are presented to offset the cost incurred by the Group.

NET SALES PRESENTATION

Net sales relate to spirit products in Campari Group's markets. Their nature, amount, timing and uncertainty, as well as the corresponding cash flows, are affected by economic and business factors which differ across markets, also as a function of their different sizes and maturity profiles. These elements are primarily attributable to demographics, consumption habits also influenced by historical, social and climatic factors, local consumer taste preferences, propensity to consume, the market commercial structure in terms of the weight of the distribution channels (off-premise vs. on-premise) as well as the retailers' concentration. As an effect of the above factors, the sales composition by brand differs from market to market. Therefore, the level of analysis of sales by operating segments reflects the four geographical areas.
In order to highlight the main business performance drivers in a diversified context and to assess the contribution of the different brands to the overall sales performance of the Group, further breakdowns by brand category (global, regional and local brands) and for major brands are provided to better explain their contribution to the region. The categorisation of brands into three main clusters (global priorities, regional priorities and local priorities) is based on their scale, growth potential and business priority.



DISCLOSURE

Net sales, which almost entirely relate to the sale of spirits, totalled €3,069.7 million at total Group level, compared with €2,918.6 million in the previous year. The year 2024 showed solid growth driven by Global Priorities, primarily in the Americas and EMEA, in a softened market context.
To highlight the main business performance drivers in a geographically diversified context and assess the contribution of the newly acquired brands to the overall sales performance of the Group, further breakdowns by brand category and for major brands are provided below to explain better their contribution to the region and the main related market. The categorisation of brands into three main clusters is based on the brands' geographic scale, business priorities and growth potential.

	for the year ended 31 December(1)	
	2024	2023
Net sales focus by region	€ million	€ million
Americas	1,388.5	1,282.6
EMEA	1,464.7	1,405.8
Asia-Pacific	216.5	230.2
total	**3,069.7**	**2,918.6**

(1) For information on reclassifications of comparative figures, refer to note 'Group significant events and corporate and sustainable actions'.

	for the year ended 31 December(1)	
	2024	2023
	€ million	€ million
global priority brands	**2,050.2**	**1,897.4**
Aperol	740.9	703.5
Campari	337.4	309.6
Espolòn	264.6	233.2
Wild Turkey portfolio(2)(3)	215.7	226.9
Jamaican rums portfolio(4)	147.1	156.5
Grand Marnier	144.7	143.2
SKYY(2)	127.3	124.4
Courvoisier(5)	72.5	-
regional priority brands	**563.7**	**570.1**
Sparkling Wines, Champagne&Vermouth	176.4	158.8
Other specialities(6)	278.0	289.8
Other Whisk(e)y(7)	45.2	57.7
Crodino	64.0	63.9
local priority brands	**188.2**	**191.1**
Campari Soda	77.0	78.7
Wild Turkey ready-to-drink(8)	48.7	48.6
SKYY ready-to-drink	36.8	40.8
Ouzo 12	25.7	23.0
rest of the portfolio	**267.6**	**259.9**
total	**3,069.7**	**2,918.6**

(1) For information on reclassifications of comparative figures, refer to note 'Group significant events and corporate and sustainable actions'.
(2-3-4-5-6-7-8) For notes from 2 to 8, please refer to the following disclosure table.

While the global priority cluster includes brands with a globally diversified geographic exposure (either current or potential), regional priorities are concentrated in a limited number of countries within the same region and local priorities focus on one main domestic market.

	for the year ended 31 December 2024	
	percentage of Group sales	main region/markets for brands
global priority brands	**66.8%**	
Aperol	24.1%	- Italy, EMEA Germany, EMEA US, AMERICAS France, EMEA United Kingdom, EMEA
Campari	11.0%	- Italy, EMEA Brazil, AMERICAS US, AMERICAS Germany, EMEA Jamaica, AMERICAS
Espolòn	8.6%	- US, AMERICAS Australia, APAC Canada, AMERICAS Italy, EMEA GTR, EMEA
Wild Turkey portfolio[1][2]	7.0%	- US, AMERICAS Australia, APAC South Korea, APAC Japan, APAC Canada, AMERICAS
Jamaican rums portfolio[3]	4.8%	- Jamaica, AMERICAS US, AMERICAS United Kingdom, EMEA Canada, AMERICAS Mexico, AMERICAS
Grand Marnier	4.7%	- US, AMERICAS Canada, AMERICAS France, EMEA GTR, EMEA Italy, EMEA
SKYY[1]	4.1%	- US, AMERICAS Argentina, AMERICAS Germany, EMEA China, APAC South Africa, EMEA
Courvoisier[4]	2.4%	- US, AMERICAS United Kingdom, EMEA

	for the year ended 31 December 2024	
	percentage of Group sales	main region/markets for brands
regional priority brands	**18.4%**	-
Sparkling Wines, Champagne&Vermouth	5.7%	
Other specialities[5]	9.1%	
Other Whisk(e)y[6]	1.5%	
Crodino	2.1%	
local priority brands	**6.1%**	-
Campari Soda	2.5%	
Wild Turkey ready-to-drink[7]	1.6%	
SKYY ready-to-drink	1.2%	
Ouzo 12	0.8%	
rest of the portfolio	**8.7%**	-
total	**100.0%**	-

(1) Excludes ready-to-drink.
(2) Includes American Honey.
(3) Includes Appleton Estate, Wray&Nephew Overproof and Kingston 62.
(4) Excluding Salignac.
(5) Includes Braulio, Cynar, Averna, Frangelico, Del Professore, Ancho Reyes, Montelobos, Cabo Wabo, Bisquit&Dubouché, Bulldog, Trois Rivières, Picon, Maison La Mauny, Magnum Tonic, Aperol Spritz ready-to-enjoy and X-Rated.
(6) Includes The GlenGrant, Forty Creek and Wilderness Trail.
(7) Includes American Honey ready-to-drink.

II. OPERATING SEGMENT

ACCOUNTING POLICY

For management purposes, the Group is organised into business units and has three reportable segments. Each segments' business results, their nature, amount, timing and uncertainty as well as the related cash flow, are affected by economic factors influenced by homogeneous elements primarily attributable to geographical areas' features, although markets have different sizes and maturity profiles. Secondarily, the resource allocation to each region, particularly the investment in brand-building and the distribution capabilities, is driven by the development of brand clusters (global, regional and local) and the related breakdown by brands. The level of profitability analysed is, therefore, the operating result by the following regions: Americas ('AMERICAS'), Europe, Middle-East and Africa ('EMEA') and Asia-Pacific ('APAC'). The profitability of each region reflects the profit generated by the Group through sales to third parties in that region, thereby eliminating the effects of inter-company margins. In terms of financial position, the goodwill is assigned to operating segments reflecting the allocation defined at the time of the related business acquisition.

DISCLOSURE

SEGMENT REPORTING

for the year ended 31 December 2024	Americas	EMEA	Asia-Pacific	total allocated	non-allocated items and adjustments	consolidated
	€ million	€ million	€ million	€ million	€ million	€ million
Net sales to third-parties	1,388.5	1,464.7	216.5	3,069.7	-	3,069.7
Net sales between segments	74.9	255.1	0.1	330.0	(330.0)	-
Total net sales	**1,463.3**	**1,719.8**	**216.6**	**3,399.7**	**(330.0)**	**3,069.7**
Segment result	**213.6**	**208.6**	**(29.8)**	**392.4**	**-**	**392.4**
Operating result	-	-	-	-	-	392.4
Financial income (expenses)	-	-	-	-	(77.2)	(77.2)
Share of profit (loss) of joint-ventures and other investments	-	-	-	-	(59.5)	(59.5)
Taxation	-	-	-	-	(63.0)	(63.0)
Profit for the period	**-**	**-**	**-**	**-**	**-**	**192.6**
Non-controlling interests	-	-	-	-	(9.0)	(9.0)
Group profit for the period	**-**	**-**	**-**	**-**	**-**	**201.6**

for the year ended 31 December 2023	Americas	EMEA	Asia-Pacific	total allocated	non-allocated items and adjustments	consolidated
	€ million	€ million	€ million	€ million	€ million	€ million
Net sales to third-parties	1,282.6	1,405.8	230.2	2,918.6	-	2,918.6
Net sales between segments	72.7	559.0	0.1	631.8	(631.8)	-
Total net sales	**1,355.3**	**1,964.8**	**230.3**	**3,550.4**	**(631.8)**	**2,918.6**
Segment result	**235.3**	**309.5**	**(4.6)**	**540.2**	**-**	**540.2**
Operating result	-	-	-	-	-	540.2
Financial income (expenses)	-	-	-	-	(65.3)	(65.3)
Share of profit (loss) of joint-ventures	-	-	-	-	(8.3)	(8.3)
Taxation	-	-	-	-	(134.0)	(134.0)
Profit for the period	**-**	**-**	**-**	**-**	**-**	**332.5**
Non-controlling interests	-	-	-	-	2.0	2.0
Group profit for the period	**-**	**-**	**-**	**-**	**-**	**330.5**

The operating result of by region also embedded costs accrued and related to a restructuring program. This initiative is among several strategic measures aimed at enhancing performance, alongside efforts to drive growth, improve profitability, streamline processes and contain costs. The total cost amounting to €102.6 million as also indicated in the 'Selling, general and administrative expenses', was split as follows among the three reportable segments: EMEA for €80.3 million, Americas for €18.6 million and APAC for €3.7 million.

GEOGRAPHICAL INFORMATION

Information about geographical areas		non-current non-financial assets[1]	
		2024	2023
		€ million	€ million
country of domicile	**Italy**	**946.7**	**826.6**
other countries		**4,486.7**	**3,344.3**
	United States	1,798.3	1,673.1
	France	1,552.2	704.7
	Jamaica	362.2	291.8
	Mexico	229.6	227.4
	United Kingdom	220.4	130.4
	Brazil	47.5	53.9
	other	276.5	263.1
total		**5,433.4**	**4,170.9**

(1) Non-current assets other than financial instruments, deferred tax assets and post-employment benefit assets.

Information about geographical areas		net sales to third-parties	
		2024	2023
		€ million	€ million
country of domicile	**Italy**	**526.8**	**551.7**
other countries		**2,542.9**	**2,366.8**
	United States	877.4	822.0
	Germany	253.2	240.1
	Jamaica	179.5	182.5
	France	160.4	172.3
	United Kingdom	156.6	133.2
	Australia	117.4	124.8
	other	798.5	692.0
total		**3,069.7**	**2,918.6**

III. COST OF SALES

DISCLOSURE

	for the year ended 31 December	
	2024	**2023**
	€ million	**€ million**
Materials and manufacturing costs	1,132.6	1,037.3
Distribution costs	170.4	181.1
Total cost of sales	**1,303.0**	**1,218.5**
Breakdown by nature	-	-
Raw materials and finished goods acquired from third parties	834.8	758.8
Inventory write-downs	19.4	20.6
Personnel costs[1]	139.4	115.7
Depreciation/amortisation[1]	81.6	68.3
Utilities	30.5	33.7
External production and maintenance costs	41.7	41.2
Variable transport costs	125.1	133.7
Other costs	30.5	46.5
Total cost of sales	**1,303.0**	**1,218.5**

(1) For an analysis of personnel costs and depreciation and amortisation components by nature, please see also the breakdown of personnel costs in notes 3vii-'Personnel costs' and 3 viii-'Depreciation and amortisation'.

The overall increase is primarily attributable to business growth. As a percentage of net sales, the cost of sales remained broadly consistent with the previous year, rising from 41.7% in 2023 to 42.4% in 2024.

IV. ADVERTISING AND PROMOTIONAL EXPENSES

ACCOUNTING POLICY

Point of sale materials are charged to advertising and promotional expenses at the time when the items are purchased.

DISCLOSURE

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Merchandising and promotional costs	201.6	183.4
Advertising spaces	143.6	137.2
Media production	22.2	22.5
Sponsorships, testimonial, influencers and events	106.4	117.1
Research and innovation	25.4	23.1
Trade allowances	(3.9)	(5.6)
Depreciation/amortisation(1)	4.5	3.4
Personnel costs(1)	6.4	4.9
Other advertising and promotional expenses	7.2	8.1
Total advertising and promotional expenses	**513.3**	**494.1**

(1) For an analysis of personnel costs and depreciation and amortisation components by nature, please see also the breakdown of personnel costs in notes 3 vii-'Personnel costs' and 3 viii-'Depreciation and amortisation'.

Advertising and promotional expenses accounted for 16.7% of net sales, amounting to €513.3 million in 2024. This marked an overall increase of €19.2 million compared to 2023, when they stood at 16.9% of net sales.

The investment mainly reflected increased sponsorship, testimonial and influencer expenses related to initiatives in line with the Group's focus on digital brand-building activities undertaken primarily on the on-premise channel.

V. PUBLIC GRANTS

In 2024, operating grants for an overall €1.3 million (€2.6 million in 2023) were recorded in the statement of profit or loss. These public contributions were mainly due to the financing of marketing activities for the promotion of quality wines in non-EU countries, as well as for the support of industrial investments and sugar cane plantations in Martinique.

VI. SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

DISCLOSURE

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Personnel costs[1]	504.0	381.5
of which:	-	-
Restructuring and reorganization costs	102.6	17.7
Last mile long-term incentive schemes with retention purposes[2]	2.5	10.0
Services, maintenance and insurance	130.5	119.3
of which:	-	-
Non-recurring costs related to IT system implementation	-	13.3
Finance transformation	4.9	-
Net expenses from acquisition/disposals of business or companies and indemnities from contract resolutions	12.3	4.4
Restructuring and reorganization costs	-	0.2
Other net (gain) expenses	1.9	3.5
Travel, business trips, training and meetings	53.6	56.8
Depreciation/amortisation[1]	41.6	38.5
Agents and other variable sales costs	5.8	2.6
Utilities, fuel and insurance	8.3	7.6
Board fees and indemnities	6.0	7.9
Charges for use of third-party assets	5.7	4.9
Other	105.6	46.7
of which:	-	-
Net expenses from acquisition/disposals of business or companies and indemnities from contract resolutions	25.9	12.6
Impairment of assets	56.8	11.9
Net penalties or gains arising from the settlement of tax and legal disputes	5.2	8.4
Ukraine and Russia conflict costs	-	2.3
Restructuring and reorganization costs	-	1.7
Capital (gains) losses on the disposal of tangible and intangible assets	0.1	(7.6)
Other net (gain) expenses	0.6	0.2
Total selling, general and administrative expenses	**861.0**	**665.8**

(1) For an analysis of personnel costs and depreciation and amortisation components by nature, please see also the breakdown of personnel costs in notes 3 vii-'Personnel costs' and 3 viii-'Depreciation and amortisation'.
(2) Pursuant to the Remuneration Policy, a last mile incentive scheme with retention purposes to be potentially awarded to the current CFOO has been approved by the Parent Company's corporate bodies. For more information, refer to the section 'Governance' in the Campari Group annual report for the year ended 31 December 2024.

At 31 December 2024, the total selling, general and administrative expenses amounted to €861.0 million, showing an increase of €195.2 million compared to the figures reported in 2023, mainly related to personnel, services, maintenance and insurance costs and other cost.

The expenses incurred during the year include components that may be considered non-representative of the current operating results and are therefore highlighted separately. They are represented as adjusting transactions for the purposes of alternative performance indicators considered in the Management Board Report. Throughout the year 2024, they comprised a net expense of €212.6 million compared with €78.5 million reported in 2023 (for details on previous year disclosure please refer to 2023 Annual Report). The primary factors impacting 2024 were attributable to impairment of brands and fixed assets (€56.8 million), acquisition costs (totalling €12.3 million included in Net expenses from acquisition/disposals of business or companies) primarily related to the Courvoisier deal, penalties from the settlement of legal disputes (€6.8 million), nonrecurring costs linked to finance transformation (€4.9 million), last-mile long-term incentive schemes with retention purposes to be potentially awarded to senior management (€2.5 million), to restructuring initiatives (€102.6 million) as well as associated route-to-market changes (€24.4 million included in Net expenses from acquisition/disposals of business or companies). The restructuring is one of several key initiatives designed to enhance performance, alongside efforts to accelerate growth and profitability through focus, process simplification, and cost containment. This initiative, included in the 2024 Consolidated Financial statements, underwent a thorough evaluation and estimation process, ensuring alignment with applicable accounting principles and anticipated costs.

VII. PERSONNEL COSTS

ACCOUNTING POLICY

For detailed information on the accounting policy on post-employment plans and share-based payments, please refer to note 7 v.-'Share-based payments' and 8 iv-'Defined benefit and contribution plans', respectively.

DISCLOSURE

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Salaries and wages[1]	415.4	363.0
Social security contributions	87.5	75.9
Cost of defined contribution plans	15.8	13.5
Cost of defined benefit plans	0.7	1.3
Other costs relating to mid/long-term benefits	0.6	0.5
Cost of share-based payments	27.1	22.1
Other personnel costs	102.6	25.8
Total personnel costs	**649.7**	**502.1**
of which:	-	-
Included in cost of sales	*139.4*	*115.7*
Included in selling, general and administrative expenses	*504.0*	*381.5*
Included in advertising and promotional expenses[2]	*6.4*	*4.9*
Total personnel costs	**649.7**	**502.1**

(1) Pursuant to the Remuneration Policy, a last mile incentive scheme with retention purpose to be potentially awarded to the current CFO has been approved by the Parent Company's corporate bodies. For more information, refer to the section 'Governance 'in the Campari Group annual report for the year ended 31 December 2024.
(2) Includes personnel costs relating to the management of brand houses.

At 31 December 2024, personnel costs, totalled €649.7 million, with an increase of €147.6 million in comparison to the figures disclosed in the preceding year. Notably, when expressed as a percentage of sales, these costs accounted for 21.2% overall, compared to 17.2% reported in 2023 with the increase primarily driven by restructuring initiatives for €102.6 million (refer to note 3 vi.-'Selling, general and administrative expenses'). The total personnel costs also included the expenses associated with last-mile long-term incentive schemes with retention purposes to be potentially awarded to senior management (€2.5 million).

VIII. DEPRECIATION AND AMORTISATION

ACCOUNTING POLICY

For detailed information on the accounting policy, please refer to notes 6 vii-'Lease components in the statement of financial position', 4 ii-'Property, plant and equipment, right of use assets and biological assets', 4 iii-'Intangible assets' and 8 iii-'Fair value information on assets and liabilities'.

DISCLOSURE

	for the year ended 31 December	
	2024	**2023**
	€ million	**€ million**
• Property, plant and equipment	75.4	62.6
• Right of use assets	2.8	2.3
• Intangible assets	3.4	3.3
Depreciation and amortisation included in cost of sales	**81.6**	**68.3**
• Property, plant and equipment	10.9	10.1
• Right of use assets	14.7	12.8
• Intangible assets	16.0	15.7
Depreciation and amortisation included in selling, general and administrative expenses	**41.6**	**38.5**
• Property, plant and equipment(1)	3.2	2.1
• Right of use assets	1.1	1.2
• Intangible assets	0.2	0.1
Depreciation and amortisation included in advertising and promotional expenses	**4.5**	**3.4**
• Property, plant and equipment(1)	89.5	74.8
• Right of use assets	18.6	16.3
• Intangible assets	19.6	19.1
Total depreciation and amortisation in the statement of profit or loss	**127.7**	**110.2**

(1) This item included depreciation of biological assets.

IX. RESEARCH AND INNOVATION COSTS

ACCOUNTING POLICY

Costs incurred in research, in developing alternative products or processes, or in conducting technological research and development are recognised in profit or loss in the period in which they are incurred under advertising and promotional expenses.

DISCLOSURE

The Group's research and development activities are related solely to ordinary production and commercial activities, namely ordinary product quality control and packaging studies in various markets. The research and innovation costs totalling €25.4 million in 2024 (€23.1 million in 2023) are recognised in the statement of profit or loss for the year they are incurred.

X. FINANCIAL INCOME AND EXPENSES

ACCOUNTING POLICY

Financial income and expenses include interest income and charges in respect of financial instruments and the results of hedging transactions used to manage interest rate risk. Borrowing costs are recognised in the income statement based on the effective interest method, except for the qualifying assets whose borrowing costs are capitalized on the underlying asset. The remaining financial components include items in respect of postemployment plans, the discount unwind of long-term obligations and hyperinflation charges. The exchange gain or loss are inclusive of derivatives agreement impacts, excluding cash flow hedges that are used to cover the currency risk of highly probable future currency transactions.
For detailed information on the accounting policy for financial instruments, please refer to note 6 i-'Financial instruments'.

DISCLOSURE

	for the year ended 31 December	
	2024	**2023**
	€ million	**€ million**
Interest expenses	(110.1)	(70.8)
Bank expenses	(6.0)	(4.2)
Put option and earn-out change in estimate	(1.0)	1.4
Exchange rate differences	(9.0)	(19.2)
Hyperinflation effects	12.6	8.9
Other expenses[1]	(2.4)	(4.9)
Total financial expenses	**(115.8)**	**(88.8)**
Bank and term deposit interests	38.0	23.5
Financial income on tax assessment	0.5	-
Total financial income	**38.5**	**23.5**
Net financial income (expenses)	**(77.2)**	**(65.3)**
of which adjustments to financial income (expenses)	***0.5***	***-***

(1) Including €1.0 million interest cost on defined benefit plan.

Net financial income (expenses), which included the effects of exchange rate differences and hyperinflation, reported a total net cost of €77.2 million, with an increase of €11.9 million compared to 2023.
The breakdown by nature of net financial expenses for the period is as follows.

	for the year ended 31 December	
	2024	**2023**
	€ million	**€ million**
Interest expenses on bonds	(38.9)	(23.6)
Interest expenses on loans	(67.6)	(43.9)
Interest expenses on leases	(3.7)	(3.3)
Total interest expenses	**(110.1)**	**(70.8)**
Bank and term deposit interests	**38.0**	**23.5**
Bank expenses	(6.0)	(4.2)
Other net expenses	(2.4)	(4.9)
Total financial expenses	**(8.4)**	**(9.1)**
Total financial expenses before exchange gain (losses), one-offs, hyperinflation and put option	**(80.5)**	**(56.4)**
Exchange rate differences	(9.0)	(19.2)
Total financial expenses before one-offs, hyperinflation and put option	**(89.4)**	**(75.6)**
Discounting from put option liabilities and change in estimate	(1.0)	(1.4)
Financial income on tax assessment	0.5	-
Hyperinflation effects	12.6	8.9
Net financial income (expenses)	**(77.2)**	**(65.3)**

Focusing on the main components in 2024, interest expenses stood at €110.1 million compared to €70.8 million reported in the same period of 2023. This increase was mainly attributable to a higher level of average net debt reported at 31 December 2024 (€2,133 million) compared with the same period of 2023 (€1,732.7 million), combined with the overall rise in interest rates, which particularly affected the new bond issued in 2024 and the new term loans subscribed in 2024. The costs have been only partially offset by income deriving from short-term deposits, including deposits held in the first part of the year before the completion of the Courvoisier business acquisition (for detailed information, please refer to the 'Significant events of the period' paragraph in the management board report). Moreover, the sustainability-linked facilities that contain a variable component of the interest rate applicable depending on the achievement of certain ESG targets identified by Campari Group and particularly focused on the reduction of emissions, the responsible use of water and gender equality, led to an overall reduced interest expenses of €0.2 million.

With regard to exchange rate differences, the main driver leading to the negative effect of €9.0 million (a variance in exchange rate losses of €10.2 million on 2023) was cross-currency transactions involving certain emerging market currencies (mainly Argentine Peso) for which hedging would not be cost-efficient hence not activated by the Group.

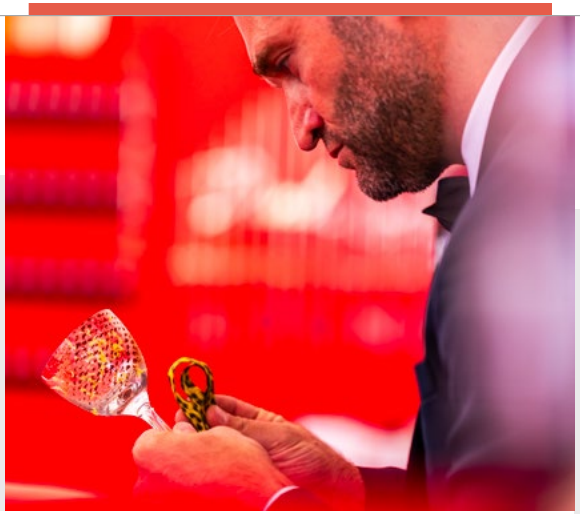
The breakdown of interest payable to bondholders is shown in the table below.

	for the year ended 31 December	
	2024	**2023**
	€ million	**€ million**
Financial expenses payable to bondholders	(40.1)	(21.4)
Net changes in fair value and other amortised cost components	0.4	(0.9)
Cash flow hedge reserve reported in the statement of profit or loss during the year	0.8	(1.3)
Net interest payable on bonds	**(38.9)**	**(23.6)**

XI. LEASES COMPONENTS IN THE STATEMENT OF PROFIT OR LOSS

ACCOUNTING POLICY

For detailed information on the accounting policy, please refer to note 6 vii-'Lease components in the statement of financial position'.



DISCLOSURE

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Interest on lease payables	3.7	3.3
Depreciation and amortisation on right of use underlying assets	18.6	16.3
Variable lease payment not included in measurement of lease liability	14.2	15.7
Expenses related to short-term leases	2.3	1.4
Expenses related to low-value leases	4.8	4.9
Total lease components in the statement of profit or loss	**43.5**	**41.6**

The borrowing costs associated with the acquisition of this qualified asset amounted to €0.2

Variable leases continued to be included in the statement of profit or loss. They mainly referred to warehouses for storing products, information technology equipment and some production equipment in addition to the use of agricultural land. For further details of contractual commitments for the use of third-party assets that are not recognised using lease accounting, please refer to note 8 ii-'Commitments and risks'.

XII. SHARE OF PROFIT (LOSS) OF JOINT-VENTURES AND OTHER INVESTMENTS

ACCOUNTING POLICY

JOINT-VENTURE RECOGNITION

A joint-venture exists where there is a joint-control agreement under which the parties that hold joint control, have a right to the net assets covered by the agreement. Joint control is the contractually agreed sharing of control under an agreement, which solely exists when decisions on relevant activities require unanimous consensus from all the parties sharing control. The factors considered to determine significant influence or joint control are similar to those necessary to determine control over subsidiaries.

JOINT-VENTURES MEASUREMENT

These companies are initially recognised at cost plus acquisition-related costs and are subsequently reported in the Consolidated Financial statements using the equity method from the date on which significant influence or joint control commences and ending when that influence or control ceases.
If there is a significant loss of influence or joint control, the holding and/or investment is recognised at fair value and the difference between the fair value and the carrying amount is recorded in the statement of profit or loss. Any committed payments to increment the ownership interest in a joint-venture, in the form of a put and/or call option or a combination of both, cannot be estimated and recorded as a financial liability at the time of the transaction since the guidance valid for financial instruments does not apply to interests in joint-ventures that are accounted for using the equity method. These written agreements for put and/or call options are derivative agreements and represented in the Group accounts as financial instruments measured at fair value with an impact in the statement of profit or loss. At that time of expiration of the call and/or put options, the derivatives will be replaced by an increased value of the investment to be recorded against the cash out for the derivative settlement.

Contingent or variable and committed payments also in the form of an incentive plan granted to personnel of the joint-venture are recorded as an incremental cost of the investment once the attainment of the performance condition becomes probable, based on the fair value of the replacement award as of the acquisition date. The Group assesses the existence of any impairment indicators whenever events or circumstances indicate that the carrying amount of the investment may not be recoverable; any impairment loss is allocated to the investment with effect in the statement of profit or loss. If the Group's interest in any losses of joint-ventures exceeds the carrying amount of the equity investment in the financial statements, the value of the equity investment is derecognised, and the Group's portion of further losses is not reported, unless, and to the extent to which, the Group has a legal or implicit obligation to cover such losses.

DISCLOSURE

The joint-ventures at 31 December 2024 are listed below.

name, activity	registered office	share capital at 31 December 2024[1]		% owned by the company		direct shareholder
		Currency	Amount	Direct	Indirect	
Dioniso S.r.l., holding and trading company	Via Franco Sacchetti, 20 Sesto San Giovanni; Milan, Italy	€	1,000,000	50		
Spiritus Co Ltd., trading company	4F., No, 70, Sec. 3, Nanjing E. Rd Zhongshan Dist, Taipei City 104503, Taiwan (R.O.C.)	TWD	33,600,000		40	Glen Grant Ltd.

(1) Data from last approved financial statements.

€ million	investment in joint-ventures
at 31 December 2023	**32.6**
Share of profit (loss)	(34.8)
Capital injection	11.0
at 31 December 2024	**8.8**

€ million	investment in joint-ventures
at 31 December 2022	**36.0**
Perimeter effect for acquisition	3.8
Share of profit (loss)[1]	(8.3)
Increase in interests	5.0
Reclassification of previous Japan investment	(3.8)
at 31 December 2024	**32.6**

(1) The share of result does not include the cost associated with the provision recorded to offset the cumulated losses generated by the Japan joint-venture for €0.2 million.

During the year, a capital injection of €11.0 million into the Dioniso joint-venture, equally supported by Moët Hennessy, was completed. For the year ended 31 December 2024, the Group recorded a loss of €34.8 million (€8.3 million loss in 2023) resulting from the share of negative results of joint-ventures applying the equity method for all its interests and mainly driven by the non-recurring recognition of impairment loss over jointventure's intangible assets. Under the share of profit from joint-ventures and other investments line (totalling €59.5 million in 2024) additional losses for €24.7 million related to operating investments in agency brand initiatives were recorded.

The following table includes the breakdown of interests in joint-ventures.

name of entity	country of business	% of ownership interest	nature of relationship	measurement method	currency	carrying amount	
							31 December
						2024	2023
						€ million	€ million
Dioniso Group	Italy	50%	*Joint-venture*	Equity method	EUR	8.5	32.2
Spiritus Co. Ltd.	Taiwan	40%	*Joint-venture*	Equity method	TWD	0.3	0.4
Total investments in joint-ventures						**8.8**	**32.6**

The key financials, asset and profit or loss figures for the joint-ventures are shown in the tables below.

Highlights-Dioniso Group	at 31 December 2024	at 31 December 2023
	€ million	€ million
Revenues	60.5	64.6
Net income (loss) of the period	(63.6)	(16.6)
Total assets	57.1	116.9
Net assets from local financial statements	31.6	72.0
Adjustments for equity method	(14.6)	(7.8)
Underlying net assets for Campari Group	17.0	64.2
Group's share of net assets (50%)	**8.5**	**32.1**

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Highlights-Spiritus Co. Ltd.	at 31 December 2024		at 31 December 2023	
	€ million	Taiwan dollar million	€ million	Taiwan dollar million
Revenues	2.1	72.4	2.6	86.0
Net income (loss) of the period	(0.3)	(11.4)	-	1.2
Total assets	2.5	86.1	2.5	83.4
Underlying net assets for Campari Group	0.7	23.1	1.0	35.3
Group's share of net assets (40%)	**0.3**	**-**	**0.4**	**-**

XIII. TAXATION

ACCOUNTING POLICY

Current tax is based on taxable profit for the year. Taxable profit is different from accounting profit due to temporary differences between accounting and tax treatments and due to items that are never taxable or taxdeductible. Tax benefits are not recognised unless it is probable that the tax positions are sustainable. In preparing the taxation estimates, a detailed assessment is performed considering uncertainties regarding the tax treatment of transactions carried out, which could give rise to disputes with the tax authorities with related tax liabilities included in current liabilities. Current tax assets and liabilities are offset when these relate to income taxes levied by the same tax authority and a legal right of set-off exists, provided that the realisation of the asset and the settlement of the liability take place simultaneously.

Other non-income taxes, such as property and capital taxes, are included in operating expenses. Penalties and interest on tax liabilities are included in other operating income and expenses and financial income and expenses, respectively, unless they qualify as income taxes based on local legislation, being in that case classified as income taxes.
Deferred tax assets and liabilities are calculated on all temporary differences between the asset and liability values recorded in the financial statements and the corresponding values recognised for tax purposes using the liability method. No deferred tax liability is provided in respect of any future dividend distributions of foreign subsidiaries where the Group is able to control those and it is probable that earnings will not be remitted in the foreseeable future or where no liability would arise on the remittance.

DISCLOSURE

	for the year ended 31 December	
	2024	2023
	€ million	€ million
• current taxes for the year	(104.2)	(123.1)
• current taxes relating to previous years	16.2	2.8
• deferred tax expenses	19.6	(13.9)
• accruals and release for tax risks	5.4	0.2
Taxes recorded in the statement of profit or loss	**(63.0)**	**(134.0)**
Taxes recorded in the statement of other comprehensive income	**1.2**	**5.5**

RECONCILIATION OF TAX EXPENSES
The table below shows a reconciliation of the Group's theoretical tax liability with its actual tax liability.
Considering the complexity of the global taxation rate applicable to Group companies, the theoretical rate used in preparing the reconciliation is that applicable for the Parent Company. The rate in force on the reporting date is the Italian corporate income tax ('IRES') of 24.0%, while the regional production tax ('IRAP'), which is applicable to Italian companies, has been taken into account as item with different theoretical tax rate.

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Profit before taxation	255.6	466.5
Applicable tax rate in Italy (IRES)	-24.0%	-24.0%
Theoretical Group taxes at current tax rate in Italy	**(61.3)**	**(112.0)**
Difference in tax rate of Group companies	(13.5)	(24.0)
Permanent differences	(12.2)	1.4
Italian Patent Box tax benefit	24.9	-
Other tax incentives	-	2.1
Net releases to tax provision	5.1	0.2
Tax on future dividend distributions	(2.9)	(16.6)
Taxes relating to previous financial years	3.8	11.7
Item with different theoretical tax rate	(6.9)	3.1
Actual tax charge	**(63.0)**	**(134.0)**
Actual tax rate	**-24.6%**	**-28.7%**

Taxation recorded in the statement of profit or loss totalled €63.0 million with a decrease of €71.1 million compared to 2023 (€134.0). The reported tax rate in the 2024 period was 24.6%, compared to a reported tax rate of 28.7% in 2023. The difference in the reported tax rate was mainly guided by the benefit derived from the Italian Patent Box (€6.5 million referred to 2024 and €18.4 million from the recapture of previous year's tax credit) which will have a cash benefit impact on tax payments starting from 2025 and a more favourable country mix compared to 2023.

The normalized tax rate was 29.8% in 2024, increased from the 27.9% recognised in 2023 consistently. The normalized ratio is defined by considering the income taxation against profit before taxation, excluding the following:

- components that may not accurately reflect the current operating results (refer to note 3 vi-'Selling, general and administrative expenses);
- re-assessment adjustment of previously held joint-venture investments before their consolidation (please refer to note 3 xii-'Share of profit (loss) of joint-ventures');
- adjustments to financial (€0.5 million in 2024) and to tax income and expenses (€92.8 in 2024 and €17.7 million in 2023), comprising positive components of €62.6 million primarily due to the tax effect on the aforementioned items and €30.2 million of pure tax adjustments, mainly associated with the tax benefit as described above and deferred taxes related to the distribution of estimated earning reserves of subsidiaries.

BREAKDOWN OF DEFERRED TAXES BY TYPE

	31 December		
	2024	of which perimeter effect[1]	2023
	€ million	€ million	€ million
Deferred tax assets	101.5		78.9
Deferred tax liabilities	(498.2)	(72.9)	(403.7)
Net deferred tax	**(396.7)**	**(72.9)**	**(324.8)**

(1) Of which represented in IFRS3 as €10.0 million deferred tax assets and €(82.9) million deferred tax liabilities.

	31 December		for the year ended 31 December					
	2024	2023	2024	2023	2024	2024	2023	2023
					statements of other comprehensive income			
	statement of financial position		statement of profit or loss		of which OCI variations	of which exchange rate and reclassifications	of which OCI variation	of which exchange rate and reclassifications
	€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million
Deferred expenses	16.2	16.3	(0.3)	7.1	-	0.3	-	(0.2)
Provisions for risk and charges	81.8	56.9	18.8	7.8	-	6.0	-	(3.9)
Tax losses carried forward	23.5	18.6	6.6	(3.6)	-	(1.8)	-	0.7
Reclassification to deferred tax liabilities	(88.6)	(72.1)	-	-	-	(16.4)	-	(8.0)
Leases	8.3	7.9	(1.8)	(1.5)	-	2.2	-	0.4
Intra-group profit elimination	21.5	23.4	(1.8)	(0.7)	-	-	-	-
Other	38.8	27.9	10.2	4.2	0.2	0.5	0.1	2.6
Deferred tax assets	**101.5**	**78.9**	**31.7**	**13.4**	**0.2**	**(9.3)**	**0.1**	**(8.4)**
Accelerated depreciation	(80.6)	(49.9)	(2.5)	(3.8)	-	(28.2)	-	1.5
Gains subject to deferred taxation	(7.7)	(0.1)	-	-	-	(7.6)	-	-
Goodwill and brands deductible at local level	(254.0)	(230.4)	(10.8)	(6.3)	-	(12.7)	-	7.2
Goodwill and brands not deductible at local level	(162.3)	(115.1)	-	3.1	-	(47.2)	-	(2.6)
Taxes payable on undistributed profits	(43.4)	(40.5)	(2.9)	(15.1)	-	-	-	-
Leases	(9.2)	(8.6)	1.6	1.5	-	(2.1)	-	(0.4)
Reclassification of deferred tax assets	88.6	72.1	-	-	-	16.4	-	8.0
Other	(29.6)	(31.2)	2.6	(6.7)	1.0	(2.0)	5.4	4.0
Deferred tax liabilities	**(498.2)**	**(403.7)**	**(12.0)**	**(27.3)**	**1.0**	**(83.5)**	**5.4**	**17.7**
Total	**(396.7)**	**(324.8)**	**19.6**	**(13.9)**	**1.2**	**(92.8)**	**5.5**	**9.3**

Deferred tax assets in relation to past losses are mainly attributable to Campari do Brasil Ltda., Glen Grant Ltd., Campari España S.L.U., Campari Argentina S.A., Campari Mexico S.A. de C.V., Campari Japan Limited and Courvoisier S.A.S.. With the exception of Argentina, Mexico and Japan for which tax losses can be carried forward for a 5-year (Argentina) and 10-year period (Mexico and Japan), local legislation does not set a time limit for their use but does set a quantitative limit for each individual year, based on declared taxable income. The companies have also begun to use these losses to offset taxable profit. Unused tax losses carry forwards for which deferred tax assets were not activated mainly referred to Courvoisier S.A.S. (for tax period before the acquisition), Casa Montelobos, S.A.P.I. de C.V., Licorera Ancho Reyes y cia, S.A.P.I. de C.V., Champagne Lallier S.A.S. and Campari Ukraine LLC, as reported below.

	tax losses carry forwards	unrecognised deferred tax assets	expiry date
	€ million	€ million	
Casa Montelobos, S.A.P.I. de C.V.	9.9	3.0	10 years
Licorera Ancho Reyes y cia, S.A.P.I. de C.V.	7.9	2.4	10 years
Campari Mexico Destiladora S.A. de C.V.	0.5	0.1	10 years
Campari Argentina	4.7	1.6	5 years
Courvoisier S.A.S.	7.9	2.0	No Limit
CT Spirits Japan K.K.	2.6	0.9	No Limit
Champagne Lallier S.A.S.	16.9	4.2	No Limit
Campari Mixology S.r.l.	0.8	0.2	No Limit
Campari Ukraine LLC	0.5	0.1	No Limit

The corporate income tax payable is shown net of advance payments and taxes deducted at source. The net tax receivable position in 2024 is mainly due to lower taxes due for 2023 compared to the advance payments for the same year.

	2024	*of which perimeter effect*	2023
	€ million	€ million	€ million
Income tax receivables	32.0	4.6	26.1
Receivables from controlling shareholder for tax consolidation(1)	5.7	-	20.0
Income tax receivables	**37.7**	**4.6**	**46.1**
Income tax payables	6.2	-	13.1
Payables to controlling shareholder for tax consolidation(1)	-	-	9.2
Income tax payables	**6.2**	**-**	**22.3**

(1) Please refer to paragraph 8 v-'Related parties' for more information.

Effective 1 January 2024, Pillar Two legislation applies in Italy, where Davide Campari-Milano N.V. is tax resident (see Legislative Decree of 27 December 2023, no. 209 or 'Italian Pillar Two legislation').
According to the Italian Pillar Two legislation, Davide-Campari-Milano N.V. qualifies as partially owned parent entity ('POPE') for Pillar Two purposes. As a consequence, the Pillar Two perimeter would be identified with the perimeter of the consolidated financial statements of Davide Campari-Milano N.V., including all the entities which are consolidated on a line-by-line basis, as well as any minority participations and joint ventures excluded from the consolidation perimeter. As the POPE, Davide Campari-Milano N.V. will be generally required to pay in Italy a top-up tax on profits of its subsidiaries that are taxed at an effective tax rate (determined in accordance with the Italian Pillar Two rules) of less than 15%. In parallel, the Group is in scope of the enacted or substantively enacted Qualified Domestic Minimum Top-up Taxes ('QDMTT') in the jurisdictions where it operates.
The Group has performed a preliminary calculation of the 'Transitional Safe Harbours' for Pillar Two purposes ('TSH') on the basis of the Ministerial Decree of 20 May 2024, which is based on OECD standards, intended as 'qualifying international agreement on safe harbours' for the purposes of the EU Directive n. 2523/2022 (article 32) and the Italian Pillar Two rules. The Group's assessment also took into consideration: i) Ministerial Decree of 1 July 2024 regarding the implementation of the Italian QDMTT; ii) Ministerial Decree of 11 October 2024 regarding the implementation of the Substance Based Income Exclusion rule' ('SBIE'); and both iii) Ministerial Decree of 20 December 2024 and iv) Ministerial Decree of 27 December 2024, which implemented specific items pursuant to the Italian Pillar Two legislation.
Calculation is based on the accounting data available at the end of December 2024 and no top-up-tax exposure was detected demonstrating the Group commitment to fair and transparent tax management.

4. OPERATING ASSETS AND LIABILITIES

This section details accounting policies for the acquisition and sale of businesses and the purchase of non-controlling interests, property plant and equipment, right of use assets, biological assets, intangible assets, post-employment plans and share-based payments. Judgements and estimates are stated with regard to business combinations and goodwill and intangible assets.
This section discloses the information on the assets used to generate the Group's performance and the liabilities incurred, in addition to providing detailed disclosures on the recent acquisitions and disposals.

I. ACQUISITION AND SALE OF BUSINESSES AND PURCHASE OF NON-CONTROLLING INTERESTS

ACCOUNTING POLICY

BUSINESS COMBINATIONS RECOGNITION

Business combinations are recorded by applying the acquisition method. Ancillary costs relating to the transaction are recognised in the statement of profit or loss at the time at which they are incurred. The Group verifies firstly whether the acquired set of activities and assets meets the definition of a business, and control is transferred to the Group, meaning that the transaction falls within the definition of a business combination. In particular, the Group deems an undertaking to be a business only if it is an integrated set of activities and assets that includes at least an input and a substantive process which, together, contribute to the ability to create an output. A business can therefore exist even without the inclusion of all the inputs and processes necessary to create an output. The Group undertakes this assessment by also applying the option of the 'concentration test' to simplify the assessment itself for each business combination to segregate asset deal transactions.
Information about the fair value measurement allocated to assets acquired and liabilities assumed in the context of the business combination are disclosed. Goodwill acquired in business combinations is initially measured at cost, as the excess of the sum of payments transferred as part of a business combination, the value of the portion of shareholders' equity relating to non-controlling interests and the fair value of any interest previously held in the acquired business over the Group's portion of the net fair value of the identifiable assets, liabilities and contingent liabilities of the acquired company. If the value of the net assets acquired and liabilities assumed on the acquisition date exceeds the sum of the transferred payments, the value of the non-controlling interests' portion of shareholders' equity and the fair value of any interest previously held in the acquired business, this excess value is recorded in the statement of profit or loss as income from the transaction.
Any changes in fair value allocation of the net assets acquired occurring once more information related to the business acquired as per acquisition date becomes available during the measurement period (12 months from the date of acquisition) are included retrospectively in goodwill.

DEFINITION OF THE BUSINESS COMBINATION COSTS AND SHAREHOLDERS' EQUITY ATTRIBUTABLE TO NON-CONTROLLING INTERESTS

The cost of an acquisition is determined by the sum of the payments transferred as part of a business combination, measured at fair value, on the acquisition date and at the value of the portion of shareholders' equity relating to non-controlling interests. Non-controlling interests relate to the portion of a consolidated subsidiary shareholders' equity not directly or indirectly attributable to the Group. At the acquisition date, components of non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation are either measured:

- at the present ownership instruments' proportionate share in the recognised amounts of the acquiree's identifiable net assets, determined according to the rules set out by the accounting standard for business combination;
- at fair value.

The designated methodology of measurement method of non-controlling interests is made for each business combination on a transaction-by-transaction basis and is specified when the values deriving from the allocation process are shown.
In the case of call options likely giving the acquirer present access to returns associated with the ownership interest in the shares subject to the call, or in the case of put option granted to non-controlling interests giving present access to the returns associated with the ownership interest in the shares subject to the non-controlling interests put or in the case of a combination of both, it is assumed that the purchase will take place on the earliest possible date for the maximum number of shares and the business combination is accounted for as though the acquisition is at 100% interest with the recognition of a financial liability at its fair value measured at the present value of the expected cash outflow to be paid to the non-controlling shareholders at the expiring of the option as any contingent considerations; the liability is classified as a financial instrument and considered part of the acquisition consideration. Changes in the carrying amount of the financial liability are recognised in the statement of profit or loss.
In the case of put option granted to non-controlling interests at the date of or after acquiring control of a subsidiary, which does not provide a present ownership interest, the non-controlling interest is recognised on initial acquisition and, under Group policy choice while the non-controlling interests put remains unexercised, the accounting at the end of each reporting period is as follows:

- the amount that would have been recognised for the non-controlling interests value is determined by including allocations of profit or loss, changes in OCI and dividends declared for the reporting period;
- the non-controlling interest is derecognised as if it was acquired at that date;
- a financial liability is recognised at the present value of the amount payable on exercise of the non-controlling interests put;
- the Group accounts for the difference between (b) and (c) as an equity transaction.

If the non-controlling interests put expires unexercised, the position is unwound so that the non-controlling interest is recognised at the amount it would have been as if the put option had never been granted.

In the case of business combinations made in stages, the interest previously held by the Group in the acquired business is revalued at fair value on the date on which the control is acquired, and any resulting gains or losses are recognised in the statement of profit or loss.

GOODWILL IN A BUSINESS COMBINATION

The goodwill acquired in a business combination is allocated to the individual cash-generating units or to the groups of cash-generating units likely to benefit from merger synergies, regardless of whether other assets or liabilities from the acquisition are assigned to these units or groups of units.
In the event of a business disposal, the goodwill of the cash-generating unit connected to the disposal is included in the carrying value of the net items sold by measuring its relative fair value, having as reference the proceeds from the sale and the most recent fair value attributed to the related cash-generating unit.

DISCLOSURE

ACQUISITION OF COURVOISIER COGNAC

As mentioned in the dedicated section 'Significant events of the year' in the Management Board Report, to which reference is made, on 30 April 2024 Campari Group completed the acquisition of 100% of Beam Holdings France S.A.S. (on 24 April 2024 renamed Courvoisier Holding France S.A.S.), which in turn owned 100% of Courvoisier S.A.S., the owner of the Courvoisier brand.
The total consideration amounted to €1,141.5 million consisting of the following:

- the price paid at closing of €1,081.4 million (equivalent to US$1,170.0 million at the hedged currency exchange rate) to which, according to the agreement, the standard post-closing price adjustment mechanisms finalised in the second half of the year added an additional amount of €11.4 million. The Group mitigated its exposure to foreign exchange and liquidity risks related to the US$-denominated commitment made on 26 February 2024 to acquire Courvoisier cognac, through pre-hedge derivatives initiated in 2024 and maintained until the closing date (30 April 2024), with their impact of €10.5 million included in the above-mentioned price paid at closing;
- the contingent consideration in form of an earn-out agreement to be paid, which is contractually ranging from nil to a maximum amount of US$120.0 million based on achievement of net sales targets realized in the full year 2028. The best estimate at the closing date was €48.7 million (€58.1 million or US$67.9 million at the closing date currency exchange rate discounted at its present value at 30 April 2024). This deferred liability will be payable in 2029;
- the net financial position of the acquired companies at closing stood at €5.2 million, comprising €11.7 million in financial debt and €6.5 million in cash and cash equivalents. The latter was also reflected in the statements of cash flows, alongside the purchase price paid and the overall amount of €23.5 million associated with the finished goods under the stock transfer agreement separated from the business combination transaction. This resulted in an overall net cash outflow impact of €1,109.8 million. (please refer to note 6.ix.- 'Explanatory notes to the cash flow statement'.

Based on the assessment conducted it has been concluded that the Group has control over the relevant activities of the acquired companies, and it is evident that the fair value of the gross assets acquired is not concentrated substantially in a single identifiable asset or group of similar assets and that the processes and inputs acquired together will contribute significantly to the Group's ability to create outputs. Consequently, the transaction equates to a business combination over which the Group has full control, as defined in the relevant accounting standards.
The interests acquired on 30 April 2024 and consolidated by the Group starting from that date onwards equate to 100% of the companies based on the Group's control on the closing date and included non-controlling interests in the amount of €0.5 million. Given their nature, it was deemed appropriate to value the non-controlling interests based on the subsidiary's proportionate share of identifiable net assets, determined according to the rules set out by the accounting standard for business acquisitions.
Ancillary costs relating to external legal fees and due-diligence costs amounted to €11.5 million and were classified in the statement of profit or loss under selling, general and administrative expenses for the year ended 2024.

PROVISIONAL PURCHASE PRICE ALLOCATION ('PPA')

On the date on which these year-end Consolidated Financial statements were authorised for issue, the Group has finalised the allocation of the purchase price to the fair value of the net assets acquired, except for risk and contingencies, which are still under analysis. Once further information about facts and events existing at the closing of the transaction is obtained, the values calculated may therefore differ from those presented in this report. The analysis is carried out with the

support of independent external experts, in compliance with the accounting standards, and will be completed within 12 months of the closing date. No changes in the policy choices elected or in the rationales of the allocation were identified compared to what was reported in the condensed Consolidated Financial statements at 30 June 2024.

Details of the consideration paid, the net assets acquired, including related fair values, and the goodwill obtained are as follows. The values shown here are explained in the notes to the financial statements, where they are highlighted as changes in the basis of consolidation.

Values at acquisition date	**IFRS values at acquisition date**	**provisional fair value disclosed at 30 June 2024**	**adjustments and reclassifications**	**provisional fair value disclosed at 31 December 2024**
	€ million	**€ million**	**€ million**	**€ million**
ASSETS				
Non-current assets				
Property, plant and equipment	43.2	43.2	80.5	123.7
Biological assets	1.1	1.1	2.0	3.1
Brand	-	204.6	(15.3)	189.2
Deferred tax assets	1.1	1.1	9.0	10.0
Other non-current assets	0.1	0.1	3.2	3.3
Total non-current assets	**45.5**	**250.1**	**79.3**	**329.4**
Current assets	-	-	-	-
Inventories	468.4	466.5	(48.7)	417.8
Biological current assets	0.1	0.1	-	0.1
Trade receivables	3.4	3.4	-	3.4
Cash and cash equivalents	6.5	6.5	-	6.5
Income tax receivables	4.6	4.6	-	4.6
Other current assets	9.3	9.3	-	9.3
Total current assets	**492.4**	**490.5**	**(48.7)**	**441.8**
Total asset	**537.9**	**740.6**	**30.6**	**771.2**
LIABILITIES				
Non-current liabilities	-	-	-	-
Financial non-current liabilities	0.1	0.1	-	0.1
Post-employment benefit obligations	3.1	3.1	-	3.1
Other non-current liabilities	0.5	0.5	-	0.5
Deferred tax liabilities	12.9	63.5	19.4	82.9
Provisions for risks and charges	-	3.3	0.5	3.8
Total non-current liabilities	**16.6**	**70.6**	**19.9**	**90.5**
Current liabilities	-	-	-	-
Loans due to banks	11.5	11.5	-	11.5
Other current financial liabilities	0.1	0.1	-	0.1
Trade payables	30.1	30.1	-	30.1
Other current liabilities	4.4	4.4	-	4.4
Total current liabilities	**46.1**	**46.1**	**-**	**46.1**
Total liabilities	**62.7**	**116.6**	**19.9**	**136.5**

Values at acquisition date	provisional fair value disclosed at 30 June 2024	adjustments and reclassifications	provisional fair value disclosedat 31 December 2024
	€ million	€ million	€ million
a) Total cost, of which:	**1,206.1**	**(64.6)**	**1,141.5**
Price paid in cash, excluding ancillary costs and including hedging effects	1,081.4	-	1,081.4
Price adjustments after closing	8.4	3.0	11.4
Stock transfer agreement in-market companies	23.5	(23.5)	-
Liabilities for earn-out agreements	92.8	(44.2)	48.7
b) Net financial position acquired, of which:	**5.2**	**-**	**5.2**
• Cash, cash equivalent and financial assets	(6.5)	-	(6.5)
• *Financial debt acquired*	11.7	-	11.7
Enterprise value (a+b)	**1,211.3**	**(64.6)**	**1,146.7**
Non-controlling interests	**0.5**	**-**	**0.5**
Purchase price to be allocated	**1,206.1**	**(64.6)**	**1,141.5**
Price paid incl. price adjustment	1,089.8	3.0	1,092.8
Liabilities for earn-out agreement	92.8	(44.2)	48.7
Liabilities for stock transfer agreement	23.5	(23.5)	-
Total value allocation	**1,206.6**	**(64.6)**	**1,142.0**
Net assets acquired	624.0	10.6	634.6
Goodwill generated by acquisition	582.6	(75.2)	507.4

The Courvoisier acquisition represents the largest deal in Campari Group's history with a unique opportunity to enter the cognac category with a world-renowned brand and a global icon of luxury.
The acquired business was composed of the trademarks as well as comprehensive production facilities consisting of key distillation, warehouse capacity, vineyards, a visitor centre and château (hosting a museum), blending facilities, ageing cellars and an automated bottling plant. Moreover, it included an enviable inventory of maturing eaux-de-vie, consisting of well-balanced age profiles to support future brand development.
In the context of the transaction, although managed as a separate stock transfer agreement from the business combination, the Group also acquired ownership of €23.5 million of finished goods across various geographies to accelerate the integration process into its distribution network.

As a premium cognac, Courvoisier is positioned to further strengthen Campari Group's portfolio of global brand priorities, particularly in aged spirits. In light of the new operating model 'House of Brands' starting from 2025, Courvoisier will have a key role in the 'House of Cognac&Champagne', supporting future long-term premiumisation and category ambition.
The Group has provisionally allocated to the acquired brand an amount of €189.2 million (with a related deferred tax liability component of €47.3 million). Goodwill, that is not tax-deductible based on the relevant local

regulations, provisionally amounted to €507.4 million and was deemed to be fully reportable and the value of goodwill is attributed to various factors, including acquirer-specific synergies and initiatives.
The cash flows used for the valuation of intangible assets within the Purchase Price Allocation ('PPA') process excluded the effects of the net synergies expected by Campari. These synergies primarily stem from the expansion of Courvoisier's premium spirits portfolio and cognac offering, as well as the acceleration of the Group's premiumisation journey. The acquisition plan outlines specific initiatives for refocusing the Courvoisier brand starting in 2026, through increased marketing investments and commercial efforts. The primary goal is to relaunch the brand with new price positioning in key markets, supported by regular price reviews and sustained advertising and promotion investments. These initiatives were also excluded from the PPA underlying plan. The acquisition significantly strengthens Campari Group's presence in the United States, a key market with long-term strategic potential. Additionally, the acquisition is expected to drive substantial growth in the Asian market, aligning with the Group's broader strategic objectives. Goodwill may also encompass other intangible assets that cannot be recognised separately under the applicable reporting standards, as they do not meet the criteria for separable control. These include elements such as reputation and workforce. Reputation reflects the value generated by consistently delivering high-quality products and earning consumer trust, while the workforce embodies the expertise and specialisation inherent to cognac production. Lastly, core goodwill is an essential component, reflecting the Group's ability to maintain and expand its market share over time through product differentiation and customer acquisition. This combination of strategic and intangible elements underscores the acquisition's potential to deliver long-term value for Campari Group.

intangible assets generated by Courvoisier Group	goodwill	brands	total
	€ million	€ million	€ million
provisional fair value at acquisition date published at 30 June 2024	582.6	204.6	787.2
provisional fair value published at 30 June 2024	**582.6**	**204.6**	**787.2**
change resulting from provisional allocation of acquisition value	(75.2)	(15.3)	(90.5)
provisional fair value published at 31 December 2024	**507.4**	**189.2**	**696.7**

Since the acquisition on 30 April 2024, the business has contributed €74.6 million to the Group's net sales. The contribution in terms of EBIT during the period was negligible due to the reinvestment into the business brand building and commercial capabilities in line with the Group's strategy to ensure future growth. The simulated amounts for revenue and profit or loss of the acquired business, as if it had been integrated into the Group figures since the beginning of the year, are not disclosed as audited data provided by the seller was not made available.

II. PROPERTY, PLANT AND EQUIPMENT, RIGHT OF USE ASSETS AND BIOLOGICAL ASSETS

ACCOUNTING POLICY

Property, plant and equipment are stated at cost less accumulated depreciation, which is applied on a straight-line basis to estimated residual values over their expected useful lives.
For right of use assets, please refer to the note 6 vii-'Lease components in the statement of financial position'.
For biological assets accounting treatment, please refer to note 8 iii-'Fair value information on assets and liabilities'.
Land, even if acquired in conjunction with a building, is not depreciated, nor are held-for-sale tangible assets, which are reported at the lower of their carrying amount and fair value less cost to sell. Barrels are depreciated based on the useful life, which can vary depending on the maturing work in progress for the liquid. For lease-hold-improvements, the period of depreciation is the shorter of the economic life of the asset and the contract duration of the underlying lease agreement. For right of use assets, unless the Group is reasonably certain that it will obtain ownership of the leased asset at the end of the lease term, they are amortised on a straight-line basis over their estimated useful life or the term of the agreement, whichever is the shorter.

The Group depreciation rate ranges by asset category are as follows:

- business-related properties and light construction: **1.5%-10%**;
- plant and machinery: **3%-10%**;
- furniture, office and electronic equipment: **10%-20%**;
- vehicles: **20%-25%**;
- miscellaneous equipment: **10%-30%**.

Depreciation ceases on the date on which the asset is classified as held for sale or on which the asset is derecognised for accounting purposes, whichever occurs first.

Depreciation rates are revised through an ongoing assessment of the residual useful life of each asset category. This assessment is conducted in accordance with the technical and physical condition of the assets, the technological environment, external factors, and generally accepted market and industry valuation criteria.

The Group performs impairment tests when there is an indication of impairment at the level of individual fixed asset or group of fixed assets, to ensure that property, plant and equipment are not carried at above their recoverable amounts.
Borrowing costs are capitalised as part of the cost of an asset, only when they are generally attributable to a qualifying asset.

DISCLOSURE

property, plant and equipment by nature	land and buildings[1]	plant and machinery	other	total
	€ million	€ million	€ million	€ million
Carrying amount at the beginning of the period	631.5	631.4	322.6	1,585.7
Accumulated depreciation at the beginning of the period	(174.4)	(302.9)	(143.9)	(621.2)
at 31 December 2023	**457.1**	**328.4**	**178.9**	**964.5**
Perimeter effect from business combination	56.3	17.4	49.8	123.5
Additions	185.2	156.1	81.4	422.8
Disposals	(1.2)	0.7	(13.3)	(13.9)
Depreciation	(19.6)	(29.4)	(31.0)	(80.0)
Impairment	(3.1)	-	(0.9)	(4.0)
Exchange rate differences and other changes	(0.1)	1.0	7.5	8.4
at 31 December 2024	**674.7**	**474.2**	**272.5**	**1,421.3**
Carrying amount at the end of the period	901.9	827.1	453.8	2,182.7
Accumulated depreciation at the end of the period	(227.2)	(353.0)	(181.3)	(761.4)

(1) Additions in property, plant and equipment exclude advances to suppliers for fixed assets, which are considered as capital expenditure in the cash flow.

property, plant and equipment by nature	land and buildings	plant and machinery	other	total
	€ million	€ million	€ million	€ million
Carrying amount at the beginning of the period	559.5	482.3	260.3	1,302.1
Accumulated depreciation at the beginning of the period	(157.4)	(277.5)	(119.0)	(553.9)
at 31 December 2022	**402.1**	**204.8**	**141.2**	**748.1**
Change resulting from provisional allocation of acquisition value	14.9	4.7	14.0	33.6
Exchange rate effect of reclassifications	(0.2)	(0.1)	(0.2)	(0.4)
at 31 December 2022 post-reclassifications[1]	**416.8**	**209.4**	**155.1**	**781.3**
Perimeter effect from business combination	-	-	0.2	0.2
Additions	51.4	142.9	69.9	264.2
Disposals	-	(0.5)	(7.7)	(8.1)
Depreciation	(17.0)	(25.4)	(24.8)	(67.2)
Impairment	(0.2)	(0.8)	-	(1.0)
Reclassifications	3.4	6.1	(9.5)	-
Exchange rate differences and other changes	2.7	(3.4)	(4.2)	(4.9)
at 31 December 2023	**457.1**	**328.4**	**178.9**	**964.5**
Carrying amount at the end of the period	631.5	631.4	322.6	1,585.7
Accumulated depreciation at the end of the period	(174.4)	(302.9)	(143.9)	(621.2)

(1) For information on reclassification of comparative figures, refer to note 2 vi-'Reclassification of comparative figures at 31 December 2022' in the Annual Report at 31 December 2023.

There are no restrictions or covenants associated with the aforementioned assets.

Capital expenditure for the period, totalling €422.8 million, was mainly related to improvements made to strengthen maintenance expenditure on the Group's operations and production facilities, as well as offices.
With respect to the purchase of barrels for maturing bourbon and rum, it totalled €52.7 million and was included in the 'other' category.
Moreover, initiatives associated with supply chain capacity expansion aimed at meeting anticipated long-term consumer demand were carried out for an amount of €187.7 million. The initiatives were primarily allocated in the United States to expand bourbon production capacity (€53.7 million), in Jamaica (€38.4 million), in Mexico to expand supply chain facilities for tequila production (€40.6 million), in Italy to enhance the manufacturing footprint for aperitifs (€19.9 million), in France to modernise the production process for cognac (€19.5 million), as well as in the United Kingdom (€3.1 million).

Additionally, an investment of €96.9 million was allocated to the real-estate project for the Group's future headquarters in Milan city centre. The borrowing costs associated with the acquisition of this qualified asset and capitalised, amounted to €0.2 million, calculated at an interest rate of 2.8%.

Moreover, sustainability-related investments were made and amounted to €55.7 million in the period and referred to water and wastewater treatment projects (€34.8 million) as well as energy- and climate-related projects (€20.9 million). These projects related to the installation of a wastewater treatment plant in Jamaica, which also included a cooling tower system (€22.8 million), as well as to the construction of a vinasse treatment plant in Mexico aiming to convert this by-product of distillation into renewable energy (biogas) (€13.6 million). Additionally, a first advanced energy recovery technology in distillation, so called thermal vapour recompression, was installed in Scotland's distillery (€2.5 million). Other investments for wastewater collection and treatment as well as for energy efficiency were made in the United States (€14.7 million), Italy (€1.8 million), France (€0.2 million) as well as in Australia (€0.1 million).

Disposals, amounting to €14.1 million, mainly related to the sale of barrels that were no longer suitable for use in the maturing process.

right of use assets by nature	land and buildings	plant and machinery	other	total
	€ million	€ million	€ million	€ million
Carrying amount at the beginning of the period	89.9	7.5	29.1	126.5
Accumulated depreciation at the beginning of the period	(40.6)	(3.7)	(16.9)	(61.2)
at 31 December 2023	**49.4**	**3.9**	**12.1**	**65.4**
Perimeter effect from business combination	-	0.1	0.1	0.2
Additions	6.8	0.3	11.7	18.8
Depreciation	(10.0)	(1.3)	(7.3)	(18.6)
Impairment	(0.3)	-	(0.1)	(0.3)
Exchange rate differences and other changes	0.5	0.1	0.1	0.7
at 31 December 2024	**46.3**	**3.1**	**16.8**	**66.1**
Carrying amount at the end of the period	93.4	7.9	28.8	130.2
Accumulated depreciation at the end of the period	(47.2)	(4.9)	(12.0)	(64.1)

right of use assets by nature	land and buildings	plant and machinery	other	total
	€ million	€ million	€ million	€ million
Carrying amount at the beginning of the period	86.1	7.2	20.0	113.3
Accumulated depreciation at the beginning of the period	(31.2)	(2.7)	(11.0)	(44.9)
at 31 December 2022	**55.0**	**4.5**	**9.0**	**68.4**
Perimeter effect from business combination	0.6	-	0.1	0.6
Additions	4.5	0.5	9.0	14.0
Depreciation	(9.4)	(1.0)	(5.9)	(16.3)
Exchange rate differences and other changes	(1.3)	(0.1)	(0.1)	(1.4)
at 31 December 2023	**49.4**	**3.9**	**12.1**	**65.4**
Carrying amount at the end of the period	89.9	7.5	29.1	126.5
Accumulated depreciation at the end of the period	(40.6)	(3.7)	(16.9)	(61.2)

In relation to right of use assets, increases for the year were mainly related to offices and vehicles included in the category 'other'. There are no restrictions or covenants on the aforementioned right of use assets.

biological assets represented as fixed assets	assets valued at cost
	€ million
Carrying amount at the beginning of the period	43.2
Accumulated depreciation at the beginning of the period	(20.4)
at 31 December 2023	**22.8**
Perimeter effect for acquisitions	3.1
Additions	15.9
Disposal	(1.2)
Depreciation	(9.5)
Exchange rate differences and other changes	(0.6)
at 31 December 2024	**30.5**
Carrying amount at the end of the period	58.2
Accumulated depreciation at the end of the period	(27.7)

biological assets represented as fixed assets	assets valued at cost
	€ million
Carrying amount at the beginning of the period	29.5
Accumulated depreciation at the beginning of the period	(12.0)
at 31 December 2022	**17.5**
Additions	13.1
Disposal	(0.7)
Depreciation	(7.5)
Exchange rate differences and other changes	0.5
at 31 December 2023	**22.8**
Carrying amount at the end of the period	42.3
Accumulated depreciation at the end of the period	(19.5)

The addition of €15.9 million was mainly related to agave plantations in Mexico (€11.7 million) and grape vineyards in France (€3.6 million). No guarantees were given to third parties in relation to these fixed assets.

At 31 December 2024, the Mexican agave plantations comprised 1,590 hectares. There is no non-productive biological asset for agave plantations and the average growing cycle covers a period of 6 years. During 2024 the Group harvested approximately 3,044 tons of agave in Mexico, which have been measured at fair value less costs to sell and transferred to inventories.
At 31 December 2024, the French grape plantations located in the Champagne region comprised 19.9 hectares, out of which overall 52% (63% in 2023) of these hectares were rented with medium- and long-term agreements, and the remaining 48% (37% in 2023) was owned. There are no non-productive biological assets for grape plantations. Agricultural output covers a one-year period and the harvest occurred in the second half of the year. Taking into account the biological and vegetative cycle, all the costs incurred in anticipation of the future harvest (service, products and other ancillary costs) have been considered as inventory in current biological assets at 31 December 2024 in the Group's accounts: this value is in line with the fair value of the growing grapes based on available information on commodities markets.
In addition, in the Martinique area, sugar cane plantations comprise 604 hectares, of which, overall, 44% are owned and 56% rented with long-term agreements. Of these, 498 hectares are cultivated, and the remaining 106 hectares are not cultivated. Agricultural output covers a one-year period and the harvest is expected from February to June. Given this process, the sugar cane has been considered as a current biological asset classified within the inventory and measured based on the costs sustained during the production process at 31 December: this value was estimated based on the costs of infrastructure, land preparation and sugar cane cultivation, due to the absence of any active reference market for comparable plantation and similar output in terms of age and qualitative characteristics. Operating grants in support of industrial investments and of sugar cane plantations in Martinique recognised in the statement of profit or loss in the period are equal to €0.2 million (€0.3 million in 2023).

No triggering events for impairment tests occurred during the year.

III. INTANGIBLE ASSETS

ACCOUNTING POLICY

INTANGIBLE ASSETS RECOGNITION

Intangible assets with definite life are recorded at cost, net of accumulated amortisation and any impairment losses. In the event they are acquired through business combinations, they are reported separately from goodwill and brands, and measured at fair value, when this can reliably be measured, on the acquisition date.
Intangible assets produced internally are not capitalised and are reported in the statement of profit or loss for the financial year in which they are incurred; there are no significant development costs to be considered. The costs of innovation projects and studies are recorded in the income statement in full in the year in which they are incurred.
Software represents the cost of purchasing asset and licences and, if incurred, external consultancy fees and internal labour costs to prepare the technology so that it is capable of operating in the manner intended by management; there are normally no costs associated with development. These costs are recorded in the year in which the internal or external costs are incurred to train personnel and other related costs.
The following contracts are managed as a service contract with the related costs expensed as they are incurred: cloud computing arrangements under which i) the Group contracts to pay a fee in exchange for a right to access the supplier's application software for a specified term; ii) the cloud infrastructure is managed and controlled by the supplier, insofar as access to the software is on an 'as needed' basis over the internet or via a dedicated line and iii) the contract does not convey any rights over tangible assets to the Group. Any prepayment giving a right to a future service is recognised as a prepaid asset. Detailed analysis is undertaken to determine whether the implementation costs for software hosted under cloud arrangements can be capitalised.

INTANGIBLE ASSETS AMORTISATION AND IMPAIRMENT

Intangible assets with a finite life are amortised on a straight-line basis in relation to their useful life and reviewed for impairment whenever events or circumstances indicate that the carrying amount may not be recoverable. The amortisation period of intangible assets with a finite life is reviewed at least at the end of every financial year in order to ascertain any changes in their useful life, which, if identified, will be treated as changes in estimates.
Other intangible assets with indefinite and definite life contains distribution rights and key money, the latter tested for impairment leveraging on a specialised third-party expert opinion connected to real estate assets.

INTANGIBLE ASSETS WITH INDEFINITE LIFE IMPAIRMENT TEST

Goodwill, brands and other intangible assets with an indefinite life are not amortised and are reviewed for impairment tests every year or more frequently if there is any indication that the asset may be impaired. The annual approval of the impairment test results is performed by the Board of Directors of Davide Campari-Milano N.V., which takes place before the approval of the annual financial reports (consolidated and Company only).

The ability to recover the assets is ascertained by comparing the carrying amount to the related recoverable value, which is represented by the higher of the fair value less cost of disposal, and the value in use.

In the absence of a binding sale agreement, the fair value is estimated on the basis of recent transaction values in an active market or based on the best information available to determine the amount that could be obtained from selling the asset. The value in use is determined by discounting expected cash flows resulting from the use of the asset, and, if significant and reasonably determinable, the cash flows resulting from its sale at the end of its useful life. Cash flows are determined on the basis of reasonable, documented assumptions representing the best estimate of the future economic conditions that will occur during the remaining useful life of the asset, with greater weight given to external information. Growth rate assumptions are applied to the years beyond the business plan horizon. The discount rate applied takes into account the implicit risk of the business segment.

When it is not possible to determine the recoverable value of an individual asset, the Group estimates the recoverable value of the cash-generating unit to which the asset belongs.

Impairment loss is recorded if the recoverable value of an asset is lower than its carrying amount by posting the related cost in the statement of profit or loss and is charged to other operating expenses. Goodwill impairments can no longer be written back.

DISCLOSURE
GOODWILL AND BRANDS

	goodwill	brands with an indefinite life	brands with a finite life	total
	€ million	€ million	€ million	€ million
Carrying amount at the beginning of the period	1,853.6	1,204.1	31.5	3,089.1
Cumulative impairment at the beginning of the period	(2.7)	(52.6)	(27.2)	(82.5)
at 31 December 2023	**1,850.8**	**1,151.5**	**4.4**	**3,006.7**
Perimeter effect from business combination	507.4	189.2	-	696.7
Additions	-	1.7	-	1.7
Impairment loss	-	(50.8)	-	(50.8)
Amortisation	-	-	(2.2)	(2.2)
Exchange rate differences	61.9	20.8	0.2	82.9
at 31 December 2024	**2,420.1**	**1,312.5**	**2.3**	**3,735.0**
Carrying amount at the end of the period	2,422.8	1,415.8	31.7	3,870.3
Cumulative impairment at the end of the period	(2.7)	(103.3)	(29.4)	(135.4)

	goodwill	brands with an indefinite life	brands with a finite life	total
	€ million	€ million	€ million	€ million
Carrying amount at the beginning of the period	1,914.5	1,217.6	31.7	3,163.8
Cumulative impairment at the beginning of the period	(2.7)	(42.3)	(24.9)	(70.0)
at 31 December 2022	**1,911.8**	**1,175.3**	**6.7**	**3,093.8**
Change resulting from provisional allocation of acquisition value	(33.7)	1.1	-	(32.6)
Exchange rate effect of reclassifications	0.4	-	-	0.4
at 31 December 2022 post-reclassifications(1)	**1,878.5**	**1,176.4**	**6.7**	**3,061.6**
Additions	11.9	-	-	11.9
Perimeter effect from business combination	-	(10.3)	-	(10.3)
Amortisation	-	-	(2.2)	(2.2)
Exchange rate differences	(39.5)	(14.6)	(0.2)	(54.3)
at 31 December 2023	**1,850.8**	**1,151.5**	**4.4**	**3,006.6**
Carrying amount at the end of the period	1,853.6	1,204.1	31.5	3,089.1
Cumulative impairment at the end of the period	(2.7)	(52.6)	(27.2)	(82.5)

(1) For information on reclassification of comparative figures, refer to note 2 vi-'Reclassification of comparative figures at 31 December 2022' in the Annual Report at 31 December 2023.

The change in the basis of consolidation comprises an increase of €696.7 million attributable to the identification of amounts for goodwill (€507.4 million) and trademark (€189.2 million) related to the acquisition of Courvoisier (for further details, see note 4 i-'Acquisition and sale of businesses and purchase of non-controlling interests').

During the year, an impairment loss of €50.8 million was recognised for three brands (Cabo Wabo for €21.4 million, Wilderness for €19.9 million and Bulldog for €9.5 million at the average exchange rate for 2024 and corresponding to €18.2 million, €17.1 million and €7.9 million at the spot exchange rate at 31 December 2024). Refer to the following paragraph, 'Impairment test on goodwill and brands', for more information regarding the aforementioned impairment loss. Brands with a finite life included the value of the brand X-Rated.

The positive exchange rate differences on goodwill and brands denominated in local non-Euro currencies totalled €82.9 million, mainly related to US$ and Jamaican Dollar.

OTHER INTANGIBLE ASSETS

	software	other	other with indefinite life	total
	€ million	€ million	€ million	€ million
Carrying amount at the beginning of the period	170.1	18.1	3.6	191.9
Accumulated amortisation at the beginning of the period	(121.1)	(14.7)	-	(135.7)
at 31 December 2023	**49.1**	**3.5**	**3.6**	**56.1**
Additions	33.8	2.1	-	35.9
Amortisation	(16.4)	(0.9)	-	(17.3)
Impairment	(1.4)	-	-	(1.4)
Exchange rate differences and other changes	0.3	(0.1)	-	0.2
at 31 December 2024	**65.3**	**4.6**	**3.6**	**73.4**
Carrying amount at the end of the period	201.6	20.1	3.6	225.2
Accumulated amortisation at the end of the period	(136.2)	(15.5)	-	(151.8)

	software	other	other with indefinite life	total
	€ million	€ million	€ million	€ million
Carrying amount at the beginning of the period	149.6	17.7	3.6	170.9
Accumulated amortisation at the beginning of the period	(105.0)	(13.8)	-	(118.8)
at 31 December 2022	**44.6**	**4.0**	**3.6**	**52.1**
Perimeter effect from business combination	0.2	-		0.2
Additions	21.4	0.5	-	21.9
Amortisation	(16.0)	(0.9)	-	(16.9)
Impairment	(0.6)	0.0	-	(0.6)
Exchange rate differences and other changes	(0.4)	(0.1)	-	(0.5)
at 31 December 2023	**49.1**	**3.5**	**3.6**	**56.1**
Carrying amount at the end of the period	170.1	18.1	3.6	191.9
Accumulated amortisation at the end of the period	(121.1)	(14.7)	-	(135.7)

Intangible assets with a finite life are amortised on a straight-line basis depending on their remaining useful life.
Additions in the period totalling €35.9 million related to projects to continuously upgrade the new information technology environment. During the period, no triggering events leading to an eventual impairment were identified.

IMPAIRMENT TEST

In line with previous years, the approval of the annual assessment of the recoverability of the Group's intangible assets with indefinite life was conducted before the fiscal year-end. Consequently, the book value of the intangible assets (i.e. the amount at which an asset is recognised in the balance sheet) was determined as of 30 September 2024, i.e. the latest available actual figures at the time of the analysis. The results of such tests remained valid as of 31 December 2024, given that no events or impairment indicators have arisen that could result in a material reduction of the assets' value or recoverable amounts in the fourth quarter of 2024.
Consistent with previous years, the Group considered the business plan, including the 2025 budget and 2026-2027 strategic plans (drafted by the Group's companies in 2024 and approved by the Board of Directors of Davide Campari-Milano N.V.), as the base of the annual impairment test. Moreover, cash flow projections are extrapolated beyond the plan period covered to be adapted for a ten-year period, with growth rates gradually normalising towards the level of the perpetuity growth rate. The use of a ten-year period is justified by the long lifecycle of the brands with respect to the reference markets, and it also takes into account the long ageing process of certain brands. Assumptions of future cash flows were made based on the conservative approach in terms of both expected growth rates and operating margin trends. In addition, projections were based on reasonableness, prudence and consistency regarding the allocation of future selling, general and administrative expenses, trends in capital investment, conditions of financial equilibrium and the main macroeconomic variables. Cash flow projections relate to current operating conditions and therefore do not include cash flows connected with extraordinary events that are not currently foreseeable.
Regarding climate-related matters, the business plan considered the necessary investments to pursue the Group's global sustainability strategy, including the path to decarbonisation based on challenging and ambitious medium- and long-term environmental targets committed. Such investments were taken into account also in long horizon (i.e. in the terminal value).
Regarding currencies, it should be noted that the projections were determined based on the exchange rates to €, assumed unchanged to the ones used for drafting the 2025 budget. Although applicable IFRS principles require that exchange rates are assumed flat to the current fiscal year over the time horizon, the fluctuations of 2025 budgeted currencies are estimated not to have a meaningful impact on future cash flows.

Goodwill values were tested at the aggregate level based on the values allocated to the three cash-generating units ('CGUs'), i.e. EMEA CGU, Americas CGU, and APAC CGU, in line with the Group's new segment reporting effective from 1 January 2024, as described in the paragraph 'Significant events of the year' of the Management Board Report. This structure reflects the lowest level at which goodwill is monitored by the Group and is considered appropriate, given the synergies and efficiencies obtained at regional level based on its current organisational structure.

The allocation of goodwill for each CGU is based on the previous allocation values (with the aggregation of the values of SEMEA and NCEE into EMEA), adjusted to consider the exchange rate effects and other variations such as perimeter change. The carrying amounts of the CGUs were determined by combining the goodwill, the trademark values allocated based on the profitability achieved by the brand in each CGU, as well as the fixed assets and working capital, which were mainly allocated based on the relevant sales achieved in each CGU. The recoverable amounts of the CGUs were determined based on the 'value in use' methodology. The asset value is measured by discounting the estimated future cash flows generated by the continued use of such asset. Expected cash flows, which were based on the Group's cash flow estimates, were discounted using a post-tax discount rate, reflecting both the time value of money and a further adjustment to include the market risk and the specific risks for the business of the relevant CGU. In the impairment test performed, it has been verified that the use of a post-tax approach provides consistent results with the ones which would have been obtained by adopting a pre-tax approach.

The main assumptions used in calculating the value in use of the CGUs are the long-term growth rate and discount rate. Terminal value was determined using the perpetuity growth method of discounting. Specifically, a conservative perpetual growth rate was used that corresponds to the estimated inflation rates of the consumer price for the period 2025-2029 for the Group's key markets (source: IMF, October 2024 release), assumed to be 2.1% for the EMEA CGU, 2.8% for the Americas CGU and 2.5% for the APAC CGU or 2.5% for the Group overall. The value in use of the CGUs was calculated by discounting the estimated value of future cash flows, including the terminal value, which it is assumed will derive from the continuing use of the assets, at a discount rate (net of taxes and adjusted for risk) that reflects the average weighted cost of capital. Specifically, the discount rate used was the Weighted Average Cost of Capital ('WACC'), which depends on the risk associated with the estimated cash flows. The WACC was determined based on observable indicators and market parameters, the current value of money and the specific risks connected with the business of the relevant CGU.

The calculation of WACC has resulted in line with a set of spirits industry comparable peers. The discount rates used in the 2024 impairment test for the three CGUs, are as follows: 7.3% for the EMEA CGU, 9.1% for the Americas CGU and 6.7% for the APAC CGU, or 8.1% for the Group overall (unchanged compared with the 2023 impairment test).

To take into account the current market volatility and uncertainty over future economic prospects, the sensitivity analyses were carried out to assess the recoverability of goodwill value. Based on the methodology described above, the impairment test for goodwill as of 31 December 2024 confirmed the full recoverability, including sensitivity, of all the CGUs with sufficient headroom to exclude goodwill impairment losses that may arise from meaningful business downside risks.

	at 31 December 2024	**at 1 January 2024**	**reconfiguration effect**	**at 31 December 2023**
CGU	€ million	€ million	€ million	€ million
Americas	1,464.1	1,167.1	-	1,167.1
Southern Europe, Middle East and Africa	-	-	(401.0)	401.0
Northern, Central and Eastern Europe	-	-	(247.4)	247.4
EMEA	885.9	648.4	648.4	-
Asia-Pacific	70.1	35.3	-	35.3
Total	**2,420.1**	**1,850.8**	**-**	**1,850.8**

Changes in goodwill values at 31 December 2024 compared with 31 December 2023 are mainly due to a positive perimeter effect equal to €507.4 million in connection with the Courvoisier acquisition, proportionally allocated to the three CGUs based on the brand's profitability, as well as favourable exchange rate effects of €61.9 million, which were re-allocated to the individual CGU.

In addition, a separate impairment test was conducted to measure the capability of each trademark to sustain its value using the value in use criteria. As the Group does not manage selling, general and administrative costs at brand level, the brand's profitability is measured taking into consideration the allocated costs incurred on a global scale and across geographies. For the trademark valuation, the Group uses the Multi-period Excess Earnings Method ('MEEM') valuation, a widely accepted valuation methodology in practice for determining the trademarks' fair value. The 'value in use' methodology is considered valid assuming that the identification of a representative sample of comparable transactions is not easily available across the different types of assets.
MEEM is an earnings-based valuation method. The theoretical premise of the MEEM is that the value of a brand is equal to the current value of the residual cash flows attributable to the asset analysed. According to this method, the relevant earnings attributable to the intangible assets are calculated using the income that the company would record after having deducted the earnings attributable to all the other assets (contributory asset charge), i.e. deducting from the company's results the remuneration for using other assets that contribute to the generation of such results. Estimates of income flows generated by individual brands, net of contributory asset charge, and of the terminal value, discounted to present value using an appropriate discount rate, were used to calculate the recoverable value of brands.
Consistent with the impairment test on goodwill, a 10-year cash projection was developed for the trademark impairment test. In the case of The GlenGrant single malt Scotch whisky, a 15-year time horizon was adopted, in line with previous years. The use of a fifteen-year time horizon is justified by the long-term effect of the brand ageing strategy, a commonly implemented market practice for premium spirits players. The discount rates used for the individual brands tested varied from 8.0% to 9.1% and took into account a specific risk premium for the brand in question. To determine the terminal value of each brand, a perpetual growth rate between 2.1% to 2.5%, in line with the inflation estimates for the 2025-2029 period, was used.

The impairment test as of 2024 has indicated impairment losses, for an aggregated amount of €50.8 million, for the trademarks of Cabo Wabo, Bulldog and Wilderness Trail Distillery. With very limited headroom and potential impairment risk identified already in the previous test, the continued consumption normalisation in the brands' key markets as well as category challenges have further reduced the trademarks' recoverability. Such loss was mainly attributable to the Americas CGU in line with the geographic distribution of brand profitability. Excluding the aforementioned brands, the sensitivity analyses indicated impairment risks for the trademarks of The GlenGrant, Picon, Forty Creek and Courvoisier. It should be noted that the Courvoisier acquisition was closed only recently (the second quarter of 2024) for which the purchase price allocation is still provisional. The brand's strategic assessment is currently being finalised with a roll-out plan from 2025 onwards focusing on the structural reset of the brand health and profitability. Considering a theoretical increase of WACC by +100 bps and decrease of the growth rate ('g') by -100 bps, the combined theoretical impairment risk for the above-mentioned brands, excluding the impairment loss already registered for the year, would be €107.4 million. The Group will closely monitor the future development of these brands and carefully assess the recoverability of their trademark values.

	at 31 December	
	2024	2023
	€ million	€ million
Grand Marnier	300.7	300.7
Courvoisier	189.2	-
Wild Turkey	175.8	165.2
Picon	123.6	123.6
Jamaican Rum Portfolio	96.2	91.1
The GlenGrant and Old Smuggler	88.8	88.8
Averna and Braulio	65.5	65.5
Forty Creek	59.5	60.7
Frangelico	54.0	54.0
Cabo Wabo	46.0	64.3
Wilderness Trail	40.9	58.0
Bulldog	27.6	35.5
Riccadonna	11.3	11.3
Del Professore	6.4	6.4
X-Rated Fusion Liqueur(1)	2.3	4.4
Other	27.0	26.4
Total	**1,314.8**	**1,155.8**

(1) Asset with finite life. The brand value amortised over a timeframe of 10 years until 2025.

Changes in brand values at 31 December 2024 compared with 31 December 2023 are mainly driven by the perimeter effect related to the Courvoisier acquisition for €189.2 million, as well as positive exchange rate effects amounting to €21.0 million, and the aforementioned impairment loss attributable to the Cabo Wabo, Wilderness and Bulldog brands.

IV. OTHER NON-CURRENT ASSETS

DISCLOSURE

	31 December		
	2024	*of which perimeter effect*	2023
	€ million	*€ million*	€ million
Equity investment in other companies	89.8	*0.1*	16.3
Other non-current assets	8.5	*3.2*	6.6
Total other non-current assets	**98.3**	*3.3*	**22.9**

During the year, equity investment in other companies increased by €73.5 million, primarily due to the acquisition of a 15.4% minority stake in Capevin Holdings Proprietary Limited (€87.8 million composed of the consideration paid for €86.8 million or GBP73.1 million as well as related ancillary fees of €1.0 million or GBP0.8 million). The target South African holding company indirectly owns 100% of CVH Spirits Limited, a Scottish company operating in the production and commercialisation of renowned Single Malt Whiskies Bunnahabhain, Deanston, Tobermory and Ledaig, and Blended Whiskies Scottish Leader and Black Bottle. Campari Group also holds distribution rights for brands from the CVH Spirits Limited portfolio in France and South Korea.

The decrease components of 2024 were attributable to the disposal of minor agency brands connected with third-party investments as well as a €24.7 million loss from valuation of operating investments, which was recognised in the share of profit (loss) in joint-ventures and other investments in profit or loss statements.

V. OTHER CURRENT ASSETS

DISCLOSURE

			31 December
	2024	of which perimeter effect	2023
	€ million	€ million	€ million
Other receivables from tax authorities	49.8	0.7	52.6
Prepaid expenses	29.6	8.5	13.2
Advances and other receivables from suppliers	10.4	-	10.3
Receivables from personnel	3.1	-	4.1
Advances to suppliers for fixed assets	-	-	16.3
Receivables from Parent Company for tax consolidation	-	-	0.1
Other	3.4	0.1	4.9
Other current assets	**96.3**	**9.3**	**101.4**

Other receivables from tax authorities, totalling €49.8 million, primarily comprise €43.3 million for VAT and €4.5 million for excise duties. The decrease was driven by the reimbursement received in 2024 by the Group for the outstanding VAT position in Mexico which was linked to the significant capex investment in 2023 (shown as overdue by 1 year in 2023 in the other current asset table). The change in prepaid expenses mainly related to the future supply of liquid for the Cognac production in France.

at 31 December 2024	other receivables[1]	provision for bad debt
	€ million	€ million
Not overdue	**67.2**	**(0.5)**
Overdue since	**0.3**	**(0.2)**
less than 30 days	-	-
30-90 days	-	-
1 year	0.3	(0.2)
5 years	-	-
more than 5 years	-	-
Total receivables broken down by maturity	67.5	(0.7)
Amount impaired	(0.7)	-
Total	**66.8**	-

(1) The item does not include prepaid expenses.

at 31 December 2023	other receivables[1]	provision for bad debt
	€ million	€ million
Not overdue	**26.1**	-
Overdue since	**62.4**	**(0.3)**
less than 30 days	0.1	-
30-90 days	5.3	-
1 year	51.2	-
5 years	3.7	-
more than 5 years	2.1	(0.3)
Total receivables broken down by maturity	**88.5**	**(0.3)**
Amount impaired	(0.3)	
Total	**88.2**	

(1) The item does not include prepaid expenses.

The tables below provide information on the credit risk exposure of the Group's other current receivables using a provisional matrix which reflected the low risk level connected with the specific counterpart of these receivables.

	other current receivable days past due						
at 31 December 2024	**current**	**less than 30 days**	**30-90 days**	**1 year**	**5 years**	**more than 5 years**	**total**
	€ million	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**
Credit loss rate	0.5%	-	-	0.2%	-	-	0.7%
Estimated total gross carrying amount at default	96.7	0.1	-	0.2	-	-	97.0
Provision for expected credit losses	(0.5)	-	-	(0.2)	-	-	(0.7)

	other current receivable days past due						
at 31 December 2023	**current**	**less than 30 days**	**30-90 days**	**1 year**	**5 years**	**more than 5 years**	**total**
	€ million	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**
Credit loss rate	-	-	-	-	-	0.3%	0.3%
Estimated total gross carrying amount at default	39.8	0.1	6.7	48.6	4.4	2.1	101.7
Provision for expected credit losses	-	-	-	-	-	(0.3)	(0.3)

VI. OTHER NON-CURRENT LIABILITIES

ACCOUNTING POLICY

For detailed information on the accounting policy on post-employment plans and share-based payments, please refer to note 7 v-'Share-based payments' and 8 iv-'Defined benefit and contribution plans', respectively.

DISCLOSURE

	2024	*of which perimeter effect*	31 December 2023
	€ million	**€ million**	**€ million**
Other employee benefits (including retention incentive)	18.4	0.5	35.5
Social security on share-based plans	1.4	-	1.8
Other share benefits long-term (cash settled plans)	0.4	-	0.3
Profit sharing	3.3	-	4.2
Other non-current liabilities	-	-	0.7
Other non-current liabilities	**23.5**	**0.5**	**42.6**

(1) Including non-recurring last mile long-term incentive schemes.

The change compared to the previous year is mainly related to non-recurring last mile long-term incentive schemes with retention purposes totalling €30.0 million which was approved in the 2024 Annual General Meeting and paid to senior management during the second half of 2024.

VII. OTHER CURRENT LIABILITIES

DISCLOSURE

	2024	*of which perimeter effect*	2023
	€ million	**€ million**	**€ million**
Payables to staff	105.3	3.5	98.5
Payables to agents	3.2	-	3.2
Deferred income	6.2	-	5.1
Amounts due to controlling shareholder for Group VAT	2.5	-	3.3
Value added tax	34.6	0.2	27.9
Tax on alcohol production	47.0	-	32.9
Withholding and miscellaneous taxes	12.4	0.6	9.9
Other	9.9	0.1	9.3
Other current liabilities	**221.1**	**4.4**	**190.2**

at 31 December 2024	**other payables to third parties**
	€ million
On demand	18.0
Due within 1 year	203.1
Total	**221.1**

at 31 December 2023	**other payables to third parties**
	€ million
On demand	20.0
Due within 1 year	170.2
Total	**190.2**

5. OPERATING WORKING CAPITAL

This section discloses the information on the Group's operating working capital composition broken down into the various items that are managed to generate the Group performance.

I. TRADE RECEIVABLES

ACCOUNTING POLICY

For details on the accounting policy, please refer to note 6 i-'Financial instruments'.

DISCLOSURE

	31 December		
	2024	of which perimeter effect	2023
	€ million	€ million	€ million
Trade receivables from external costumers	425.2	0.4	373.9
Trade receivables from joint-ventures	-	3.0	-
Receivables in respect of contributions to promotional costs	0.7	-	0.3
Trade receivables	**425.8**	**3.4**	**374.3**

The table below shows the trade receivables broken down by maturity. In light of the analysis performed on estimated expected future losses (using the expected credit loss method). Trade receivables which are deemed not recoverable were balanced by an appropriate provision.

at 31 December 2024	trade receivables(1)	provision for expected future losses and bad debt
	€ million	€ million
Not overdue	**333.4**	**(7.0)**
Overdue	**107.0**	**(12.9)**
Less than 30 days	60.1	(0.6)
30-90 days	29.4	(3.3)
Within 1 year	7.2	(2.7)
Within 5 years	8.7	(5.6)
Due after 5 years	1.5	(0.8)
Total receivables broken down by maturity	**440.4**	**(19.9)**
Amount impaired	(19.9)	
Total	**420.5**	

(1) This item does not include prepaid expenses.

at 31 December 2023	trade receivables(1)	provision for expected future losses and bad debt
	€ million	€ million
Not overdue	**278.4**	**(7.6)**
Overdue	**112.0**	**(9.4)**
Less than 30 days	66.3	(0.7)
30-90 days	20.7	(2.8)
Within 1 year	10.9	(0.6)
Within 5 years	14.0	(5.2)
Due after 5 years	0.1	(0.1)
Total receivables broken down by maturity	**390.4**	**(17.0)**
Amount impaired	(17.0)	
Total	**373.3**	

(1) This item does not include prepaid expenses.

The overdue category decreased by €5.0 million on 2023 and is continuously monitored by the Group's credit management functions. At 31 December 2024, the provision for expected future losses and bad debt amounted to €19.9 million, increased from the value reported in 2023 (€17.0 million). The net increase recorded in 2024 was mainly driven by the dynamic of gross trade receivables (increased by € 51.6 million), partly mitigated by a decrease in the probability of default of several countries (namely Argentina and Russia).

The following table provides the probability of default, obtained from external data providers, used for the calculation of the expected future losses for each subsidiary, used at 31 December 2024 and at 31 December 2023, according to the country in which the subsidiary is based.

	applied for the assessment at 31 December	
	2024	**2023**
Argentina	9.03%	20.94%
Australia	0.04%	0.06%
Austria	0.07%	0.06%
Belgium	0.06%	0.08%
Brazil	0.35%	0.25%
Canada	0.08%	0.13%
China	0.22%	0.25%
France	0.08%	0.07%
Germany	0.03%	0.06%
Greece	0.11%	0.19%
India	0.10%	0.22%
Italy	0.11%	0.19%
Jamaica	0.84%	0.84%
Martinique	0.08%	0.07%
Mexico	0.24%	0.22%
New Zealand	0.11%	0.07%
Peru	0.20%	0.17%
Russia	5.59%	9.12%
Singapore	0.07%	0.09%
South Africa	0.33%	0.84%
South Korea	0.20%	0.22%
Spain	0.06%	0.13%
Switzerland	0.03%	0.05%
United Kingdom	0.07%	0.11%
Ukraine	100.00%	100.00%
The United States	0.17%	0.31%

The tables below set out the information related to the credit risk exposure on the Group's trade receivables using a provision matrix:

at 31 December 2024	**current**	**less than 30 days**	**30-90 days**	**within 1 year**	**within 5 years**	**after 5 years**	**total**
	trade receivables days past due						
	€ million	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**
Credit loss rate	1.5%	0.4%	0.4%	0.6%	1.3%	0.1%	**4.5%**
Estimated total gross carrying amount at default	338.8	60.1	29.4	7.2	8.7	1.5	**445.7**
Provision for expected future losses and bad debt	(6.7)	(1.8)	(2.0)	(2.9)	(5.9)	(0.6)	**(19.9)**

at 31 December 2023	**current**	**less than 30 days**	**30-90 days**	**within 1 year**	**within 5 years**	**after 5 years**	**total**
	trade receivables days past due						
	€ million	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**
Credit loss rate	1.8%	0.6%	0.2%	0.3%	1.2%	0.2%	**4.3%**
Estimated total gross carrying amount at default	279.3	66.3	20.7	10.9	14.0	0.1	**391.3**
Provision for expected future losses and bad debt	(7.1)	(2.2)	(0.9)	(1.2)	(4.9)	(0.8)	**(17.0)**

The amount of the provision and the level of utilization over the years confirms that overall, the Group is exposed to a cluster of customers and markets that are not significantly affected by credit risk.

II. TRADE PAYABLES

ACCOUNTING POLICY

For details on the accounting policy, please refer to note 6 i-'Financial instruments'.

DISCLOSURE

			at 31 December
	2024	*of which perimeter effect*	2023
	€ million	€ million	€ million
Trade payables to external suppliers	672.7	30.1	521.1
Trade payables	**672.7**	**30.1**	**521.1**

Trade payables showed an increase compared to 31 December 2023, mainly driven by a temporary phasing in connection with timing of payables including non-recurring capital expenditure towards the end of the year which will become due at the beginning of 2025. During 2024, the Group continued to join the reverse factoring program in cooperation with an external banking provider and selected key suppliers. The program involved strategic partners based in Italy and, starting from 2023, also in the United States, to allow participating suppliers to receive early payments on their invoices. Based on the program's characteristics and the nature of the transaction, the trade payables in scope continued to be classified as a trade payable on the grounds which led to an improvement in terms of commercial payment without giving any guarantee or change in terms or conditions of the original agreements. The program led to an increase in payables by approximately €17.1 million at 31 December 2024 (compared to €27.8 million at 31 December 2023), resulting in a consistent average extension of payment terms to 30 days across both years, as disclosed.

at 31 December 2024	trade payables
	€ million
On demand	105.7
Due within 1 year	565.8
Due in 1 to 2 years	1.0
Total	**672.7**

at 31 December 2023	trade payables
	€ million
On demand	55.6
Due within 1 year	465.5
Total	**521.1**

III. INVENTORIES AND BIOLOGICAL ASSETS

ACCOUNTING POLICY

Inventories are stated at the lower of cost and net realisable value. Costs of finished products include raw materials, supplies and consumables, direct labor and expenses and an appropriate proportion of production and other overheads. Cost is calculated at the weighted average cost incurred in acquiring inventories. Maturing inventory includes the depreciation cost of the barrels used in the ageing process on a straight-line basis over the ageing horizon. Maturing inventory, as well as biological assets that, due to their nature, are retained for more than one year, are classified as current assets, as they are expected to be realized in the normal operating cycle.
For detailed information on the accounting policy for inventory biological assets, please also refer to note 8 iii-'Fair value information on assets and liabilities'.

DISCLOSURE

	at 31 December		
	2024	*of which perimeter effect*[1]	2023
	€ million	€ million	€ million
Finished products and goods for resale	276.2	*38.6*	347.8
Maturing inventory	1,157.2	*394.3*	603.3
Work in progress	143.6	*(0.2)*	177.8
Raw materials, supplies and consumables	104.8	*8.5*	108.4
Inventories	**1,681.8**	***441.2***	**1,237.4**
Current biological assets	**21.3**	***0.1***	**15.1**
Total	**1,703.1**	***441.3***	**1,252.5**

(1) The perimeter effect included a €23.5 million finish product stock transfer agreement related to the Courvoisier acquisition.

Stocks totalled €1,703.1 million at 31 December 2024, up by €450.7 million on 31 December 2023 out of which €441.3 million derive from the perimeter effect from the Courvoisier acquisition.

Current biological assets at 31 December 2024 totalled €21.3 million, corresponding to the fair value of the sugar cane, grapes and agave harvests that had not yet ripened. All these biological products are classified as current inventory in consideration of their annual vegetative growing process, except agave, which is also classified as inventory during the 6-year growing period even though the agave plants are not yet ripe for the harvest useful for distillation, as they can theoretically be sold as a growing plant. For more information related to the fair value estimation, refer to note 8 iii-'Fair value information on assets and liabilities'. No guarantees were given to third parties in relation to these inventories. As of 31 December 2024, some eaux-de-vie inventories in France were subject to agricultural guarantees for €8.0 million. Agricultural produce in Martinique benefited from €0.1 million of public grants during 2024 (€0.3 million in 2023).

Inventories are reported net of the relevant impairment provisions amounting to €73.1 million (€22.3 million in 2023).

at 31 December 2023	**€ million**
	(22.3)
Perimeter effect for acquisition	(38.6)
(Accruals)/Release	(15.1)
Utilization	3.1
Exchange rate differences and other changes	(0.3)
at 31 December 2024	**(73.1)**

at 31 December 2022	**€ million**
	(16.3)
Perimeter effect for acquisition	(0.9)
(Accruals)/Release	(7.7)
Utilization	1.4
Exchange rate differences and other changes	1.3
at 31 December 2023	**(22.3)**

6. NET FINANCIAL DEBT

This section details accounting policies for financial assets and related impairment, financial liabilities, derecognition of financial assets and liabilities, financial derivatives and hedging transactions, financial guarantees and lease components. Judgements and estimates are stated with regard to incremental interest rates for lease transactions. This section provides details of the Group's net financial debt composition broken down into the various items.

I. FINANCIAL INSTRUMENTS

ACCOUNTING POLICY

Financial instruments held by the Group are categorized as follows.

FINANCIAL ASSETS, INCLUDING TRADE AND OTHER RECEIVABLES

Financial assets include investments, short-term securities and financial receivables, which, in turn, include the positive fair value of financial derivatives, trade and other receivables and cash and cash equivalents. Trade receivables arise from contracts with customers and are recognised when performance obligations are satisfied, and the consideration due is unconditional as only the passage of time is required before the payment is received.

Cash and cash equivalents include cash, bank deposits and highly liquid securities that are readily convertible into cash and are subject to an insignificant risk of a change in value. Deposits and securities included in this category mature in less than three months based on the conditions existing on the date of the acquisition of the asset. Current securities include short-term securities or marketable securities that represent a temporary investment of cash and do not meet the requirements for classification as cash and cash equivalents.

Financial assets are classified and measured based on a business model developed by the Group. The business model has been defined at a level that reflects the way in which groups of financial assets are managed to achieve a particular business objective. The model's measurement process requires an assessment based on both quantitative and qualitative factors relating to, for example, the way in which the performance of the financial assets in question is communicated to management with strategic responsibilities and the way in which the risks connected with these financial assets are managed.

The Group measures a financial asset at amortised cost if it meets both of the following conditions:

- it is held under a business model whose objective is to hold assets aiming to collect contractual cash flows; and,
- its contractual terms and conditions are such that the cash flows generated by the asset are attributable exclusively to payments of the principal and the related interest.

Financial assets measured at amortised cost are measured at fair value at the time of initial recognition; subsequent measurements reflect the repayments made, the effects of applying the effective interest method and any write-downs. Any gain or loss made on derecognition is recognised in profit or loss, together with foreign exchange gains and losses.

Financial assets also include investments in companies that are not held for trading. These assets are strategic investments, and the Group has decided to recognise changes in the related fair values through profit or loss ('FVTPL').

Financial assets represented by debt securities are classified and valued in the statement of financial position based on the business model adopted to manage these financial assets and the financial flows associated with each financial asset. They are measured at fair value through other comprehensive income ('FVOCI') if all the conditions required by IFRS 9 are respected.

IMPAIRMENT OF A FINANCIAL ASSET

Financial assets are tested for recoverability by applying an impairment model based on the expected credit loss ('ECL').

The Group applies the simplified method for trade receivables, which considers the probabilities of default over the financial instrument's life (lifetime expected credit losses). In making impairment assessments, the Group considers its historical credit loss experience, adjusted for forward-looking factors specific to the nature of the Group's receivables and economic environment. If any such evidence exists, an impairment loss is recognised under selling, general and administrative expenses. More specifically, non-performing receivables are analysed based on the debtor's creditworthiness and ability to pay the sums due, as well as the degree of effective coverage provided by any collateral and personal guarantees in existence.

With regard to trade receivables, two approaches are applied to estimate impairment, based on the specific characteristics of the individual countries in which the Group operates and its constant growth at a global level: one is a matrix-based model and the other applies the probability of default ('PD') obtained from external sources specialising in the country in which each subsidiary is located. The provision matrix, including the overall actual result of the year, is reported in the relevant disclosure notes.

A financial asset is impaired when internal or external information indicates that it is unlikely that the Group will receive the full contractual amount.

Lastly, with regard to other financial assets measured at amortised cost, and, more specifically, cash and cash equivalents, the impact in terms of expected loss is not considered material and for this reason no adjustment is made to the book values.

FINANCIAL LIABILITIES, INCLUDING TRADE AND OTHER PAYABLES

Financial liabilities include financial payables, bonds and loans due to banks, which, in turn, include the negative fair value of financial derivatives, trade payables and other payables including contingent consideration and variable payments deriving from business combination or asset deals.

Financial liabilities are classified and measured at amortised cost, except for financial liabilities that are initially measured at fair value, for example derivative instruments, financial liabilities relating to earn-out linked to business combinations and financial liabilities for put options over non-controlling interests.

Trade and other payables are initially recognised at fair value including transaction costs and subsequently carried at amortised costs.

DERECOGNITION OF FINANCIAL ASSETS AND LIABILITIES

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired or;
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement and either (i) the Group has transferred substantially all the risks and rewards of the asset, or (ii) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

For detailed information on the accounting policy for put and call options over joint-ventures agreements, please refer to note 3 xii- 'Share of profit (loss) of joint-ventures'.

FINANCIAL DERIVATIVES AND HEDGING TRANSACTIONS

Financial derivatives embedded in contracts in which the primary element is a financial asset that falls within the scope of IFRS 9 are not treated separately. The hybrid instrument is instead examined as a whole for classification in the statement of financial position and subsequent measurement.

Financial derivatives are used exclusively for hedging purposes to reduce exchange and interest rate risk. They are only accounted for by applying the methods established for hedge accounting (fair value hedge or cash flow hedge) if, at the start of the hedging period, the hedging relationship has been designated. It is assumed that the hedge is highly effective: this effectiveness must be reliably measured during the accounting periods for which it is designated. All financial derivatives are measured at fair value.
Where financial instruments meet the requirements to be reported using hedge accounting procedures, the accounting treatment related to fair value hedge or cash flow hedge is applied. If hedge accounting cannot be applied, any gains or losses resulting from measuring the financial derivative at its present value are posted to the statement of profit or loss.

The Group is exposed to certain risks related to its ongoing business operations. The primary risks managed using derivative instruments are foreign currency risk and interest rate risk. Derivatives are designated as hedging instruments in the form of i) foreign exchange forward and option contracts, elected as cash flow hedges to hedge highly probable forecast sales and purchases in different currencies compared to € and, ii) interest-rate swap contracts to mitigate the risk associated with variable interest rate changes on loan and bond agreements not issued at a fixed interest rate.
The Group also uses derivatives not designated as hedging instruments to reflect the change in fair value of foreign exchange rates of forward and option contracts that are not elected in hedge relationships, but are, nevertheless, intended to reduce the level of foreign currency risk for expected sales and purchases. For Campari Group, net exposure to foreign exchange effects is limited to highly probable intra-group transactions among Group companies relating to certain sales and purchases regulated in currencies other than the functional currencies of the companies. Although these transactions represent only a portion of the overall business, the Group determines the net exposure to the primary currencies (US$, GBP, AUD) based on its predicted intercompany sales and purchases up to 18 months. Moreover, the Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. The Group's reference is the budget exposure split by currencies and,

as effectively as possible, any under/over exposure which may arise through plain vanilla currency derivatives. The derivative covers the period of exposure from the point the cash flows of the transactions forecasted up to the point of settlement of the resulting receivable or payable that is denominated in the foreign currency. Derivative contracts aiming to mitigate currency exchange risks are dynamically and qualitatively managed based on business needs and specific contexts and circumstances. These are not framed within fixed or quantitative policies regarding the percentage of coverage to be achieved. To avoid excessive coverage, the budget for future transactions is typically hedged at a level between 50% and 90% throughout the whole year. In the hedge relationships the main sources of ineffectiveness are:

- interest rate differentials between currencies and
- discrepancies between invoices issued and hedging contract (i.e. changes in the timing of the hedge transaction).

Regarding derivative contracts intended to hedge interest rate exposures, they are namely connected with financing and there is no established quantitative policy concerning the optimal level of exposure to fixed or variable rates: the Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings. The preferred exposure to fixed or variable rates is dynamically managed centrally within the Group, considering current and future market conditions, the Group's level of indebtedness, business performance, and in the context of the Group's expansion initiatives. The Group determined the existence of an economic relationship between the hedging instrument and hedged item based on the reference interest rates, tenors, repricing dated and maturities and the notional or par amount.

FINANCIAL GUARANTEES

The Group recognises financial guarantees as a financial liability if the likelihood of these guarantees being called is assessed not to be remote, and the Group is expected to be liable for any legal obligation in respect of these financial guarantee agreements. Financial guarantee contract liabilities are measured initially at their fair values with subsequent remeasurement impacting profit or loss. They are represented as a long- or short-term financial liability, depending on the time of the expected execution of the guarantees. If the likelihood of these guarantees being called is assessed to be remote, they are treated as commitments with disclosure requirements only. It occurs when they are represented as other forms of security in favour of third parties, such as customs guarantees for excise duties and guarantees to grant credit lines.

DISCLOSURE

at 31 December 2024 € million	carrying amount	measurement at amortised cost	measurement at fair value through profit and loss	measurement at fair value with changes recognised in the statement of comprehensive income
Cash and cash equivalents	666.3	666.3	-	-
Other current financial asset	7.5	7.5	-	-
Other non-current financial assets	7.8	7.8	-	-
Lease payables	(77.5)	(77.5)	-	-
Loans due to banks(1)	(1,205.8)	(1,205.8)	-	-
Bonds	(1,580.3)	(1,580.3)	-	-
Accrued interest on bonds	(21.3)	(21.3)	-	-
Other current financial liabilities	(1.0)	(1.0)	-	-
Liabilities for put option and earn-out payments(2)	(168.4)	(3.5)	(49.9)	(115.0)
Non-current and current assets for hedging derivatives(3)	3.8	-	0.4	3.4
Non-current and current liabilities for hedging derivatives	(7.8)	-	(1.5)	(6.3)
Other non-current assets	98.3	8.5	89.8	-
Trade receivables	425.8	425.8	-	-
Trade payables	(672.7)	(672.7)	-	-
Total	**(2,525.4)**	**(2,446.2)**	**38.7**	**(117.9)**

(1) Excluding derivatives on loans due to bank.
(2) Liabilities linked to some business combinations may be elected to have the fair value variation accounted for against the Group equity.
(3) Derivatives on loans due to banks and new pre-hedging contract subscribed.

at 31 December 2023 € million	carrying amount	measurement at amortised cost	measurement at fair value through profit and loss	measurement at fair value with changes recognised in the statement of comprehensive income
Cash and cash equivalents	620.3	620.3	-	-
Other current financial asset	18.7	18.7	-	-
Other non-current financial assets	7.0	7.0	-	-
Lease payables	(76.0)	(76.0)	-	-
Loans due to banks(1)	(1,032.1)	(1,032.1)	-	-
Bonds	(1,145.8)	(1,145.8)	-	-
Accrued interest on bonds	(14.5)	(14.5)	-	-
Other current financial liabilities	(1.2)	(1.2)	-	-
Liabilities for put option and earn-out payments(2)	(235.1)	(3.3)	-	(231.8)
Current assets for hedging derivatives	5.5	-	1.0	4.5
Non-current assets for hedging derivatives(3)	(0.4)	-	(0.2)	(0.1)
Other non-current assets	22.9	6.6	16.3	-
Trade receivables	374.3	374.3	-	-
Trade payables	(521.1)	(521.1)	-	-
Total	**(1,977.4)**	**(1,767.0)**	**17.0**	**(227.4)**

(1) Excluding derivatives on loans due to banks.
(2) Liabilities linked to some business combinations may be elected to have the fair value variation accounted for against the Group equity.
(3) Derivatives on loans due to banks.

The tables below show a breakdown of the foreign exchange contracts on highly probable sales and purchases and interest-rate swap on loan. It also includes the effect of hedging derivatives, not in hedge accounting with fair values variations recognised through the statement of profit or loss. Call and/or put agreements over joint-ventures elected as derivative instruments with negligible fair value variation were disclosed below.

foreign exchange forward contracts and options (highly probable forecast sales and purchases)				**31 December**
		2024		**2023**
€ million	**notional amount hedge items**	**average forward rate**	**notional amount hedge items**	**average forward rate**
US$	187.2	1.08	90.5	1.07
New Zealand Dollar	-	-	12.0	1.78
Australian Dollar	38.8	1.67	17.8	1.63
Swiss Franc	2.0	0.93	1.5	0.95
Singapore Dollar	5.5	1.43	-	-
Sterling Pound	5.5	0.84	1.9	0.87
Total	**239.0**		**123.7**	

nature of hedged items and related derivatives forward						**31 December**
			2024			**2023**
€ million	**notional amount hedge items**	**carrying amounts hedging instruments**	**change in fair value gain (losses)**	**notional amount hedge items**	**carrying amounts hedging instruments**	**change in fair value gain (losses)**
foreign exchange forward contracts and options (highly probable forecast sales and purchases) fair value and cash flow hedge	239.0	(6.2)	(5.2)	123.7	2.3	(1.4)

nature hedged items and related derivatives interest rate swaps						**31 December**
			2024			**2023**
€ million	**notional amount hedge items**	**carrying amounts hedging instruments**[1]	**change in fair value gain (losses)**	**notional amount hedge items**	**carrying amounts hedging instruments**	**change in fair value gain (losses)**
interest rate swap contracts on loans financial statements impact	963.7	2.1	0.8	700.0	2.9	6.1

(1) The carrying value is included in the line 'Loans due to banks' in the financial instruments' recap table reported above.

In connection with the establishment of the joint-venture in Spiritus Co Ltd., commitments to increment the ownership in the company exist in the form of put and/or call options elected as derivative financial instruments measured at fair value with impact in the Campari Group statement of profit or loss. The fair value of these options, which are dependent on the performance of the company, was determined to be fair value market terms based on similar recent transactions, with fair value changes negligible at the end of 2024. At the time of the expiry of the options and in case of satisfaction of the conditions stated in the relevant agreement between parties, the derivatives will be replaced by an increased equity interest in the companies.

With respect to the derivative financial instruments related to the put and/or call options linked to third-party investments in Monkey Spirits, LLC and Thirsty Camel Ltd., in December 2024, the remaining 40% minority interest in Thirsty Camel Ltd. (effectively renamed as Campari New Zealand Ltd. starting from 1 January 2025) was acquired. As a result, the derivatives position was converted into an outflow transaction (for more information refer to note 2 v. -'Principles of control and consolidation'). Moreover, the Group decided on the disposal of minor agency brands related to the third-party investment in Monkey Spirits, LLC. As a result, there were no active derivative positions as of 31 December 2024.

II. CASH AND CASH EQUIVALENTS

DISCLOSURE

			at 31 December
	2024	*of which perimeter effect net of issuance of ordinary shares*	2023
	€ million	€ million	€ million
Bank current accounts and cash	647.7	(557.6)	269.9
Term deposit maturing within 3 months	18.6	-	350.4
Cash and cash equivalents	**666.3**	**(557.6)**	**620.3**

Cash and cash equivalent grew from €620.3 million to €666.3 million, supported by significant credit lines for a total of €825.9 million, of which €400.0 million are committed and expiring in 2029 (undrawn at 31 December 2024). The balance of the uncommitted credit lines for an amount of €425.9 million was drawn down for €152.4 million at 31 December 2024. The main transactions that impacted the cash position in 2024 were the issuance of new ordinary shares (for a gross amount of €650.0 million) and 5-year convertible bonds (for €550.0 million), leading to a total gross amount cashed in of €1,200.0 million, primarily used to support the acquisition of the Courvoisier business, as well as to capitalise on market conditions optimizing the funding structure.
For additional details, reference is made to cash flow information and the net financial debt (note 6 viii-'Reconciliation with net financial debt and cash flow statement').

III. OTHER CURRENT FINANCIAL ASSETS

DISCLOSURE

	at 31 December	
	2024	2023
	€ million	€ million
Current assets for hedging derivatives reported using hedge accounting	1.0	1.6
Current assets for hedging derivatives not reported using hedge accounting	0.4	1.0
Other financial assets	7.5	18.7
of which:	-	-
Marketable securities maturing more than 3 months	7.1	13.9
Financial receivables from Terra Moretti (i.e., business disposal)[1]	-	0.1
Other financial assets	0.4	4.7
Other current financial assets	**8.9**	**21.3**

(1) The financial receivable associated with the past sale of Sella&Mosca S.p.A. and Teruzzi&Puthod S.r.l..

IV. OTHER NON-CURRENT FINANCIAL ASSETS

DISCLOSURE

	at 31 December	
	2024	2023
	€ million	€ million
Non-current assets for hedging derivatives	2.4	2.9
Non-current restricted bank accounts	5.4	4.7
Financial receivables from Terra Moretti (i.e., business disposal)[1]	-	1.3
Other non-current financial assets	2.4	1.0
Non-current financial assets	**10.2**	**9.8**

(1) The non-current financial receivable associated with the past sale of Sella&Mosca S.p.A. and Teruzzi&Puthod S.r.l..

Non-current assets for hedging derivatives of €2.4 million referred to interest rate hedging derivatives associated with a €400.0 million floating-rate term loan.

V. NON-CURRENT FINANCIAL DEBT

DISCLOSURE

	at 31 December		
	2024	*of which perimeter effect*	2023
	€ million	€ million	€ million
Bond issued in 2020	548.0	-	547.2
Bond issued in 2023	298.8	-	298.6
Bond issued in 2024	733.6	-	-
Non-current bonds	**1,580.3**	**-**	**845.8**
Loans due to banks	**916.2**	**-**	**901.5**
Lease payables	58.7	0.1	60.0
Liabilities for put option and earn-out payments	164.8	48.7	209.0
Non-current liabilities for hedging derivatives	0.3	-	-
Other non-current financial liabilities	**223.8**	**48.8**	**269.0**
Total non-current financial debt	**2,720.4**	**48.8**	**2,016.3**

The main financial liabilities and the main changes that occurred in the composition of financial liabilities during the year are as follows.

BONDS

At 31 December 2024, the Bonds item included the following issues placed by the Parent Company, which are fully €-denominated.

	at 31 December 2024		
	original nominal value	maturity	coupon rate fixed
	€ million		
Bond issued in 2020	550.0	6/10/2027	1.250%
Bond issued in 2023	300.0	18/5/2030	4.710%
Bond issued in 2024	550.0	17/1/2029	2.375%
Bond issued in 2024	220.0	25/6/2031	4.256%

The main changes that occurred during 2024 were related to the placement of an unrated 7-year bond on 18 June 2024, targeted at institutional investors for €220.0 million (net proceeds excluding transaction costs amounting to €217.5 million) in a principal aggregate amount of notes maturing on 25 June 2031, paying a fixed annual coupon of 4.256% and issued at an issue price of 100% of the principal amount (for more detailed information refer to 'Group significant events and corporate actions' in the Management Board Report) and the issuance of senior unsecured bonds that are convertible into new and/or existing ordinary shares of Davide Campari-Milano N.V. due in 2029, resulting in gross proceeds of approximately €550.0 million primarily serving the Courvoisier acquisition. Pursuant to the resolution approved during the Company's Board of Directors meeting on 14 December 2023, the offering of these convertible bonds excluded pre-emptive rights associated with the transaction. The bonds have been issued in registered form, at their principal amount of €100,000 each at par, and bear a coupon of 2.375% per annum, payable semi-annually in arrears on 17 July and 17 January of each year, with the first coupon to be paid on 17 July 2024. The maturity is 5 years (unless previously redeemed, converted or repurchased and cancelled) and the bonds will be redeemed at their principal amount at maturity (on or around 17 January 2029) subject to Group's option to deliver bond shares and, as the case may be, an additional amount in cash ('Share Settlement Option'). The book building process concluded on 10 January 2024 with an initial conversion price set at €12.3623, representing a premium of 32.5% above reference share price and each convertible bond will be convertible into 8,089 underlying bond shares for a total issue of approximately 44.5 million bond shares which represent approximately: 3.8% and 3.6% of the Issuer's issued ordinary share capital as of 31 December 2023 and 31 December 2024, respectively. The convertible bonds were traded on Euronext Access Milan, a multilateral trading facility organised and managed by Borsa Italiana S.p.A. by 26 March 2024.

The carrying amount of the host liability is composed as follows.

	€ million
Proceeds for issue of convertible bond	550.0
Transaction costs	(5.8)
Net proceeds	**544.2**
Conversion options classified as equity net of transaction costs of €0.4 million	(37.2)
Amortising cost for the year 2024	7.5
Carrying amount of host liability at 31 December 2024	**514.6**

The conversion option of €37.6 million was classified as an equity component since it meets the 'fixed-for-fixed' requirement under the relevant accounting principle. Specifically, the conversion will result in a fixed number of notes equivalent to the outstanding principal amount being exchanged for a fixed number of ordinary shares. The aforementioned equity component was estimated as the difference between the fair value of the convertible bond as a whole and the fair value of the liability component only. The transaction costs associated with the equity component, amounting to €0.4 million, were accounted for as a deduction from equity by affecting retained earnings reserve.

LIABILITIES AND LOANS DUE TO BANKS

This item includes €-denominated loans entered into with leading banks as follows.

at 31 December 2024	original nominal value	residual nominal value		maturity	interest rate	nominal rate at 31 December 2024
		non-current	current(1)			
	€ million	€ million	€ million			
Loan 2021	100.0	101.8	-	30/6/2026	Fixed rate	1.325%
Loan 2022	50.0	-	50.0	10/10/2025	Floating interest rate linked to Euribor plus spread	3.740%
Term Loan US 2022(2)	404.3	321.5	28.9	6/12/2027	Floating interest rate linked to Sofr(4) plus spread	6.167%
Loan 2023(2)(3)	50.0	4.1	16.7	31/3/2026	Floating interest rate linked to Euribor plus spread	3.720%
Term Loan 2023(2)(3)	400.0	363.8	35.0	30/6/2029	Floating interest rate linked to Euribor plus spread	4.133%
Loan 2024	125.0	124.6	-	07/11/2028	Floating interest rate linked to Euribor plus spread	3.983%
Other Group company loans	159.4	0.4	159.1		Variable rate	4.966%

(1) The current portion is classified in current liabilities-loans due to banks.
(2) Variable interest rate component linked to business performance (Debt/EBITDA adjusted indicator).
(3) Variable interest rate component applicable and related to certain ESG targets.
(4) Secured Overnight Financing Rate ('Sofr').

at 31 December 2023	original nominal value	residual nominal value		maturity	interest rate	nominal rate at 31 December 2023
		non-current	current(1)			
	€ million	€ million	€ million			
Loan 2021	100.0	100.0	-	30/6/2026	Fixed rate	1.325%
Loan 2022	50.0	50.0	-	10/10/2025	Floating interest rate link to Euribor plus spread	4.800%
Term Loan US 2022(2)	380.1	330.3	27.1	6/12/2027	Floating interest rate linked to Sofr(4) plus spread	6.778%
Loan 2023(2)(3)	50.0	20.8	16.7	31/3/2026	Floating interest rate link to Euribor plus spread	4.979%
Term Loan 2023(2)(3)	400.0	400.0	0.0	30/6/2029	Floating interest rate link to Euribor plus spread	5.225%

(1) The current portion is classified in current liabilities-loans due to banks.
(2) Variable interest rate component linked to business performance (Debt/EBITDA adjusted indicator).
(3) Variable interest rate component applicable and related to certain ESG targets.
(4) Secured Overnight Financing Rate ('Sofr').

The increase compared to last year was related to the subscription of a loan with a nominal amount of €125.0 million in November 2024 by Davide Campari-Milano N.V. with a duration of 4 years and a floating interest rate of 3.983%. The sustainability-linked facilities that contain a variable component of the interest rate applicable depending on the achievement of certain ESG targets identified by Campari Group and particularly focused on the reduction of emissions, as well as the responsible use of water and gender equality, led to overall reduced interest expense of €0.2 million in 2024.

LIABILITIES FOR PUT OPTIONS AND EARN-OUT

€ million	total	*variation impacting profit or loss*	*variation impacting Group net equity or investment value*
at 31 December 2023	**209.0**		
perimeter effect	48.7	-	*48.7*
amortisation costs effect	-	-	-
remeasurement	(46.4)	*1.0*	*(47.3)*
reclassification to current liability	(55.2)	-	-
exchange rate differences and other changes	8.8	-	*8.8*
at 31 December 2024	**164.8**		
of which measured at fair value	*164.8*		
of which measured at amortised cost	-		

€ million	total	*variation impacting profit or loss*	*variation impacting Group net equity or investment value*
at 31 December 2022	**236.3**		
payments	(3.4)	-	*(3.4)*
perimeter effect	0.5	-	*0.5*
remeasurement	8.4	*(0.1)*	*8.5*
reclassification to current liability	(24.0)	-	
exchange rate differences and other changes	(8.8)	-	*(8.8)*
at 31 December 2023	**209.0**		
of which measured at fair value	*209.0*		
of which measured at amortised cost	-		

At 31 December 2024, the long-term portion mainly included:

- the estimated payable for put options linked to Wilderness Trail Distillery, LLC totalling €114.9 million, whose value decreased by €34.1 million, depending on the remeasurement and exchange rate effects;
- the estimated payable for earn-out linked to Courvoisier totalling €50.0 million, out of which €48.7 million as perimeter and €1.2 million depending on the remeasurement;
- the estimated payable for the earn-out related to CT Spirits Japan Ltd. in the amount of €0.1 million.

The estimated payable for Licorera Ancho Reyes y CIA S.A.P.I. de C.V., and (ii) Casa Montelobos S.A.P.I. de C.V. totalling €55.2 million after related remeasurement and exchange rates effects was reclassified to current financial debt and paid in 2024 upon exercise of the call option contractually agreed at the business combination time.

VI. CURRENT FINANCIAL DEBT

DISCLOSURE

			at 31 December
	2024	*of which perimeter effect*	2023
	€ million	€ million	€ million
Bond issued in 2017	-	-	150.0
Bond issued in 2019	-	-	150.0
Bonds	**-**	**-**	**300.0**
Loans due to banks	**289.6**	**11.5**	**130.6**
Accrued interest on bonds	21.3	-	14.5
Lease payables	18.8	0.1	16.0
Liabilities for put option and earn-out payments	3.6	-	26.1
Current liabilities for hedging derivatives reported using hedge accounting	6.0	-	0.1
Current liabilities for hedging derivatives not reported using hedge accounting	1.5	-	0.2
Other financial liabilities	1.1	-	1.2
Other current financial liabilities	**52.3**	**0.1**	**58.1**
Current financial debt	**341.9**	**11.6**	**488.6**

The main financial liabilities and the main changes that occurred in the composition of financial liabilities during the year are as follows.

BONDS

The bonds issued in 2017 and in 2019 for an overall amount of €300.0 million were repaid in line with their expiry date in April 2024.

LIABILITIES AND LOANS DUE TO BANKS

At 31 December 2024, loans due to banks reported a net increase of €159.0 million due to the increased current portion of medium- / long-term loans and usage of some short-term loans managed dynamically to strengthen the Group's financial structure further and achieve greater flexibility to respond promptly to the volatile macroeconomic context.

LIABILITIES FOR PUT OPTIONS AND EARN-OUT PAYMENTS

€ million		*variation impacting profit or loss*	*variation impacting Group net equity or investment value*
at 31 December 2023	**26.1**		
Payments	(77.8)	-	-
Remeasurement	0.8	-	*0.8*
reclassification from non-current liability	55.2	-	-
exchange rate differences and other changes	(0.8)	*(0.4)*	*(0.4)*
at 31 December 2024	**3.6**		
of which measured at fair value	*0.1*		
of which measured at amortised cost	*3.5*		

€ million		*variation impacting profit or loss*	*variation impacting Group net equity or investment value*
at 31 December 2022	**3.4**		
Remeasurement	(1.2)	*(1.2)*	-
reclassification from non-current liability	24.0	-	-
exchange rate differences and other changes	(0.1)	*0.1*	*(0.2)*
at 31 December 2023	**26.1**		
of which measured at fair value	*22.8*		
of which measured at amortised cost	*3.3*		

At 31 December 2024, the short-term portion of the item included a liability of €3.6 million mainly for the purchase of the residual non-controlling shares in J. Wray&Nephew Ltd., secured by restricted cash and cash equivalents.

The decrease reported during 2024 was primarily related to the payment for the acquisition of the minority stakes in Trans Beverages Ltd., Licorera Ancho Reyes y CIA S.A.P.I. de C.V., and Casa Montelobos S.A.P.I. de C.V. and the earn-out related to Lallier totalling €77.8 million.

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VII. LEASE COMPONENTS IN THE STATEMENT OF FINANCIAL POSITION

ACCOUNTING POLICY

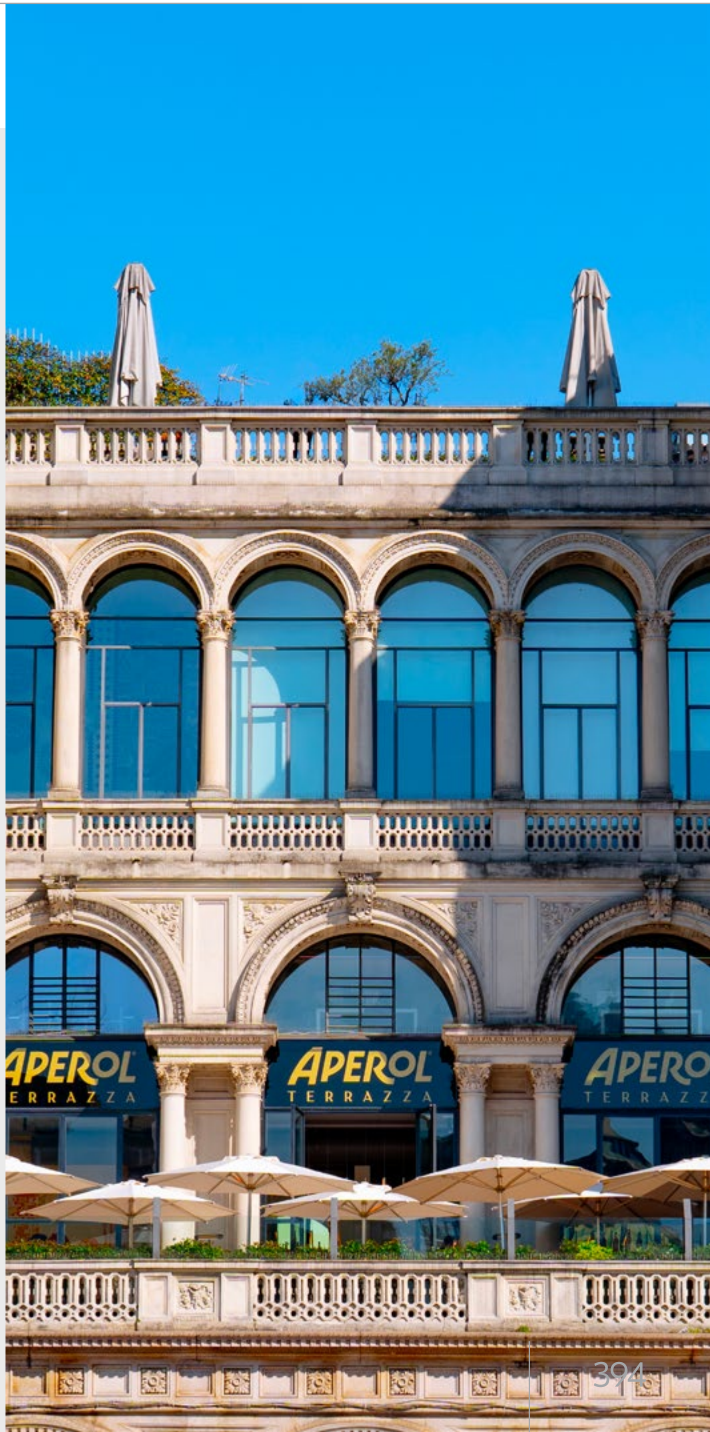
The Group has various agreements in place for the use of offices, vehicles, machinery, shops and other minor assets belonging to third parties. Each agreement is subject to a detailed analysis to define whether or not a right-of-use/financial liability has to be recognised. Variable lease payments that are not linked to an index or rate continue to be charged to the statement of profit or loss as costs for the period.

Lease agreements are generally entered into for a term of 3-10 years but may contain options to extend them. The terms of a lease are negotiated individually and may contain a wide range of different terms and conditions. Such agreements do not include covenants, but the leased assets may be used to guarantee the liability arising from contractual commitments.

The value assigned to the rights of use corresponds to the amount of the lease liabilities recognised, plus initial direct costs incurred, lease payments settled on the start date of the agreement or previously and restoration costs, net of any lease incentives received. Restoration costs, which may be recognised in rare cases, normally relate to offices, for which there could be a contractual requirement to restore them to their original state at the end of the lease agreement. The Group estimates the restoration obligation based on the agreement with the lessor or by using expert valuations of third parties. The value of the liability, discounted to present value, as determined above, increases the right of use of the underlying asset, and a dedicated provision is created to offset.

The discount rate used to measure the financial liability is the incremental borrowing rate ('IBR') when the implicit interest rate in the lease agreement cannot be easily determined (explicit interest rates in lease agreements are rare). The incremental borrowing rates used to evaluate leasing contracts are determined by the Group and are revised on a recurring basis; they are applied to all agreements with similar characteristics, which are treated as a single portfolio of agreements. The rates are determined using the average effective debt rate of the subsidiary, appropriately adjusted and the most important elements considered in adjusting the rate are the credit-risk spread of each country observable on the market and the different durations of the lease agreements.

The term of the lease is calculated considering the non-cancellable period of the lease together with a) the periods covered by an option to extend the agreement, if it is reasonably certain that it will be exercised, or b) any period covered by an option to terminate the lease contract, if it is reasonably certain that it will not be exercised. The Group assesses whether it is reasonably certain that any exercising of such options to extend or to terminate the agreements will take place, considering all the relevant factors that create a financial incentive for such decisions.



DISCLOSURE

Changes in the lease payables in 2024 and 2023 are provided in the tables below.

lease payables	at 31 December 2023	addition	payments	interest expenses	reclassification	perimeter effect	exchange rate differences and other changes	at 31 December 2024
	€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million
Within 12 months	(16.0)	-	22.0	-	(24.7)	(0.1)	(0.1)	(18.8)
Over 12 months	(60.0)	(19.7)	-	(3.7)	24.7	(0.1)	0.1	(58.7)
Total lease payables	**(76.0)**	**(19.7)**	**22.0**	**(3.7)**	**-**	**(0.2)**	**-**	**(77.5)**

lease payables	at 31 December 2022	addition	payments	interest expenses	reclassification	exchange rate differences and other changes	at 31 December 2023
	€ million	€ million	€ million	€ million	€ million	€ million	€ million
Within 12 months	(14.4)	-	19.3	-	(21.3)	0.5	(16.0)
Over 12 months	(65.1)	(14.1)	-	(3.3)	21.3	1.8	(60.0)
Total lease payables	**(79.5)**	**(14.1)**	**19.3**	**(3.3)**	**-**	**2.2**	**(76.0)**

The IBRs applied in 2024 and 2023 were as follows.

applied IBRs for the year ended 31 December 2024	within 5 years	from 5 to 10 years	over 10 years
Currency			
EUR	4.0%	4.1%	3.8%
US$	5.6%	5.6%	5.4%
GBP	5.8%	5.8%	5.8%

applied IBRs for the year ended 31 December 2023	within 5 years	from 5 to 10 years	over 10 years
Currency			
EUR	4.8%	4.9%	4.6%
US$	5.9%	5.9%	5.7%
GBP	6.0%	5.8%	5.7%

The change in IBR is connected with the macro-economic scenario.

The amounts recognised in the cash flow statement were as follows.

	for the year ended	
€ million	**2024**	**2023**
Total cash outflow for leases	(18.3)	(16.0)
Total cash outflow for interests	(3.7)	(3.3)
Total cash outflow for lease	**(21.9)**	**(19.3)**

The tables below show the breakdown of financial liabilities for leases by asset class.

€ million	**within 12 months**	**over 12 months**	**total**
Buildings	(9.2)	(44.9)	(54.1)
Vehicles	(7.3)	(10.8)	(18.1)
Machinery	(1.3)	(1.7)	(3.1)
Other	(1.0)	(1.0)	(2.0)
Land	-	(0.2)	(0.2)
Total financial liabilities for leases as of 31 December 2024	**(18.8)**	**(58.7)**	**(77.5)**
Total financial assets for leases as of 31 December 2024	**-**	**-**	**-**
Total financial assets and liabilities (net value) as of 31 December 2024	**(18.8)**	**(58.7)**	**(77.5)**

€ million	**within 12 months**	**over 12 months**	**total**
Buildings	(10.1)	(48.6)	(58.7)
Vehicles	(3.5)	(7.1)	(10.6)
Machinery	(1.0)	(3.2)	(4.2)
Other	(0.7)	(1.6)	(2.3)
Land	-	(0.2)	(0.2)
Total financial liabilities for leases as of 31 December 2023	**(15.4)**	**(60.6)**	**(76.0)**
Total financial assets for leases as of 31 December 2023	**-**	**-**	**-**
Total financial assets and liabilities (net value) as of 31 December 2023	**(15.4)**	**(60.6)**	**(76.0)**

VIII. RECONCILIATION WITH NET FINANCIAL DEBT AND CASH FLOW STATEMENT

DISCLOSURE

	at 31 December	
	2024	2023
	€ million	€ million
Cash and cash equivalents	666.3	620.3
Cash (A)	**666.3**	**620.3**
Other current financial assets	8.9	21.3
Current financial assets (B)	**8.9**	**21.3**
Loans due to banks current	(289.6)	(130.6)
Current portion of lease payables	(18.8)	(16.0)
Current portion of bonds	-	(300.0)
Other current financial payables	(30.0)	(16.0)
Current portion of payables for put option and earn-out	(3.6)	(26.1)
Current financial payables (C)	**(341.9)**	**(488.6)**
Net current financial debt (A+B+C)	**333.3**	**153.0**
Loans due to banks non-current(1)	(916.5)	(901.5)
Non-current portion of lease payables	(58.7)	(60.0)
Non-current portion of bonds	(1,580.3)	(845.8)
Non-current portion of payables for put option and earn-out	(164.8)	(209.0)
Non-current financial debt (D)	**(2,720.4)**	**(2,016.3)**
Net debt (A+B+C+D)(2)	**(2,387.1)**	**(1,863.3)**
Reconciliation with the Group's net financial debt as shown in the Management report:	**-**	**-**
Other non-current financial assets	10.2	9.8
Group net financial debt	**(2,376.9)**	**(1,853.5)**

(1) Including related derivatives.
(2) In accordance with ESMA guidelines.

A reconciliation of the net financial debt with the statement of financial position is provided below.

	at 31 December 2024	at 31 December 2023
	€ million	€ million
Cash and cash equivalents	666.3	620.3
Bonds current	-	(300.0)
Loans due to banks current	(289.6)	(130.6)
Other current financial assets	8.9	21.3
Other current financial liabilities	(52.3)	(58.1)
short-term net financial debt including liabilities for put option and earn-out payments	**333.3**	**153.0**
Bonds non-current	(1,580.3)	(845.8)
Loans due to banks non-current	(916.5)	(901.5)
Other non-current financial assets	10.2	9.8
Other non-current financial liabilities	(223.6)	(269.0)
medium-/long-term net financial debt including liabilities for put option and earn-out payments	**(2,710.2)**	**(2,006.5)**
net financial debt	**(2,376.9)**	**(1,853.5)**

Reconciliation of the changes in financial liabilities used in financing activities with the cash flow statement.

cash Flow generated (absorbed) from financial liabilities	**bonds**		**payables for interest**	**borrowings**		**lease payables**		**other financial assets (liabilities)**	
€ million	**current**	**non-current**	**current**	**current**[3]	**non-current**[1]	**current**	**non-current**	**current**	**non-current**
at 31 December 2023	(300.0)	(845.8)	(14.5)	(130.6)	(901.5)	(16.0)	(60.0)	20.2	10.9
Notional liabilities addition	-	-	-	-	-	-	(19.7)	-	-
Interest accrued	-	-	(90.0)	-	-	-	(3.7)	(6.7)	(0.2)
New financing[2]	**-**	**(770.0)**	**-**	**(393.9)**	**(125.0)**	**-**	**-**	**-**	**(1.3)**
Repayment[2]	**300.0**	**8.4**	**90.0**	**371.4**	**-**	**-**	**22.0**	**0.2**	**-**
of which long-term debt[4]	-	-	-	*46.6*	-	-	-	-	-
of which other borrowings	-	-	-	*324.7*	-	-	-	-	-
Perimeter effects	-	-	-	(11.5)	-	(0.1)	(0.1)	-	-
Exchange rate effects	-	-	-	6.3	(20.9)	-	(1.4)	0.4	-
Reclassification	-	-	-	(130.5)	130.5	(2.8)	2.8	1.0	(1.0)
Other movements	-	27.1	(6.8)	(0.7)	0.7	0.1	1.3	4.6	12.2
at 31 December 2024	**-**	**(1,580.3)**	**(21.3)**	**(289.6)**	**(916.2)**	**(18.7)**	**(58.7)**	**19.6**	**20.7**

(1) Included related derivatives.
(2) Cash flow generated (absorbed) from financial liabilities.
(3) Net change in short-term financial payables and bank loans is equal to €69.2 million (proceeds of €393.9 million net of repayments of €324.7 million).
(4) The repayment of non-current borrowings related to the long-term debt item is €46.6 million.

cash Flow generated (absorbed) from financial liabilities	**bonds**		**payables for interest**	**borrowings**		**lease payables**		**other financial assets (liabilities)**	
€ million	**current**	**non-current**	**current**	**current**[3]	**non-current**[1]	**current**	**non-current**	**current**	**non-current**
at 31 December 2022	-	(846.3)	(5.6)	(107.0)	(770.9)	(14.4)	(65.1)	7.4	48.2
Notional liabilities addition	-	-	-	-	-	-	(14.1)	-	-
Interest accrued	-	-	(60.3)	-	-	-	(3.0)	(8.5)	-
New financing[2]	**-**	**(300.0)**	**-**	**(216.9)**	**(450.0)**	**-**	**-**	**-**	**-**
Repayment[2]	**-**	**1.5**	**60.3**	**267.4**	**250.0**	**19.3**		**8.3**	**1.4**
of which long-term debt[4]	-	-	-	-	*250.0*	-	-	-	-
of which other borrowings	-	-	-	267.4	-	-	-	-	-
Perimeter effects	-	-	-	(10.0)	(1.2)	-	(0.6)	(0.7)	-
Exchange rate effects	-	-	-	(6.0)	12.8	0.4	1.4	(0.5)	(0.1)
Reclassification	(299.9)	299.9	-	(61.0)	61.0	(21.3)	21.3	6.3	(6.3)
Other movements	(0.1)	(0.8)	(8.9)	2.9	(3.2)	-	-	7.8	(32.4)
at 31 December 2023	**(300.0)**	**(845.8)**	**(14.5)**	**(130.6)**	**(901.5)**	**(16.0)**	**(60.0)**	**20.2**	**10.9**

(1) Included related derivatives.
(2) Cash flow generated (absorbed) from financial liabilities.
(3) Net change in short-term financial payables and bank loans is equal to €50.5 million (proceeds of €216.9 million net of repayments of €267.4 million).
(4) The repayment of non-current borrowings related to the long-term debt item is €50.0 million

IX. EXPLANATORY NOTES TO THE CASH FLOW STATEMENT

This section aims to provide additional explanatory information on items indicated in the consolidated statements of cash flows:

- ISSUE OF NEW SHARES NET OF FEES
  the total proceeds of €643.3 million represented in the consolidated statements of cash flows is composed of €650.0 million in proceeds from the issuance of new ordinary shares less related ancillary fees in the amount of €6.7 million.

- ACQUISITION OF COMPANIES OR BUSINESS DIVISIONS NET OF CASH AND CASH EQUIVALENTS ACQUIRED
  for an amount of €1,109.8 million is related to:

a) €1,092.8 million related to the price paid at closing of €1,081.4 million (equivalent to US$1,170.0 million at the hedged currency exchange rate) to which, according to the agreement, the standard post-closing price adjustment mechanisms finalised in the second half of the year added an additional amount of €11.4 million (please refer also to note 4 i- 'Acquisition and sale of business and purchase of non-controlling interests');
b) €6.5 million related to cash and cash equivalents acquired;
c) the overall amount of €23.5 million associated with the finished goods falling under the stock transfer agreement which, while separate from the business combination transaction, remains correlated to the Courvoisier business.

- PUT OPTIONS AND EARN-OUT PAYMENTS
  included in the cash flow generated from (used in) financing activities related to the outlay for acquiring the remaining 49% stakes in Licorera Ancho Reyes y cia, S.A.P.I. de C.V. and Casa Montelobos, S.A.P.I. de C.V. as well as in Trans Beverages Company Ltd. (€55.2 million and €21.9 million respectively).

- INVESTMENT IN JOINT-VENTURES AND OTHER INVESTMENTS FOR AN AMOUNT OF €98.8 MILLION IS RELATED
  to the acquisition of the 15.4% minority stake in Capevin Holdings Proprietary Limited for €87.8 million (GBP74.0 million inclusive of acquisition-related fees) and the capital contribution amounting to €11.0 million in the Dioniso joint-venture (contribution equally supported by Moët Hennessy.

7. RISK MANAGEMENT AND CAPITAL STRUCTURE

This section details accounting policies for shareholders' equity, share-based payments, basic and diluted earnings per share. Judgements and estimates are stated with regard to compensation plans. This section also details the Group's capital structure and the financial risks it is exposed to. For information on the composition of and changes in shareholders' equity during the periods under review, refer to the statement of changes in shareholders' equity.

I. CAPITAL MANAGEMENT

DISCLOSURE

With regard to capital management, Campari Group has implemented a dividend distribution policy which reflects the Group priority to use its available financial sources mainly to fund external growth via acquisitions. Concomitantly, via the Parent Company Davide Campari-Milano N.V., the Group carries out share buyback programs on a rolling basis intended to meet the obligations arising from share-based payments plans currently in force or to be adopted. The financial requirements deriving from the aforementioned capital management operations are managed dynamically, maintaining an appropriate level of flexibility with regard to acquisition opportunities and funding options, also taking into account the optimal and sustainable level of financial solidity which is monitored on an ongoing basis through the index net debt on EBITDA-adjusted. For the purposes of the ratio calculation, net debt (refer to note 6 viii-'Reconciliation with net financial debt and cash flow statement') is the value of the Group's net financial debt at 31 December 2024, whereas the EBITDA-adjusted relates to the Operating result excluding depreciation and amortisation excluding the separately highlighted components that may be considered non-representative of the current operating results (refer to note 3 vi-'Selling, general and administrative expenses' and 5 viii-'Depreciation and amortisation') calculated based on the reported value at the closing date of the reference period.

At 31 December 2024 this multiple was 3.2 times, compared with 2.5 times at 31 December 2023. The increase in the ratio was primarily attributable to a temporary rise in financial leverage resulting from the Courvoisier acquisition, as opposed to the increase in EBITDA-adjusted, which contributed only for eight months.

II. NATURE AND EXTENT OF THE RISKS ARISING FROM FINANCIAL INSTRUMENTS

The Group's main financial instruments include current accounts, short-term deposits, short and long-term loans due to bank, lease payables and bonds. The purpose of these is to finance the Group's operating activities. In addition, the Group has trade receivables and payables resulting from its operations.

The main financial risks to which the Group is exposed are market (currency and interest rate risk), credit and liquidity risk. These risks are described below, together with an explanation of how they are managed.

To cover these risks, the Group uses derivatives, primarily interest-rate swaps, cross-currency swaps and forward contracts, to hedge interest-rate and exchange-rate risks

CREDIT RISK

In specific markets in which the Group operates, sales are concentrated in a limited number of key customers. Therefore, a possible change in the priorities or deterioration of the financial conditions of these customers could have significant adverse effects on the Group's business and outlook. Furthermore, if these key customers view the contractual terms and conditions as no longer acceptable, they may ask for them to be renegotiated, resulting in less favourable terms and conditions

for the Group. Examples of mitigation measures: monitoring of customers at market level, strategy and innovation development at corporate and market-level, multi-country investment strategy.
With regard to trade transactions, the Group works with medium-sized and large customers (large-scale retailers, domestic and international distributors) on which credit checks are performed in advance. Each company carries out an assessment and control procedure for its customer portfolio, constantly monitoring amounts received. In the event of excessive or repeated delays, supplies are suspended. Historically, losses on receivables represent a very low percentage of revenues and outstanding annual receivables, and significant hedging and/or insurance is put in place where there is uncertainty about cash collection.
Financial transactions are carried out with leading domestic and international institutions, monitored ratings to minimise counterparty insolvency risk.
The maximum risk associated with commercial and financial transactions at the reporting date is equivalent to the net carrying amount of these assets, also taking into account the risk of expected credit loss estimated by the Group using the business model identified.

LIQUIDITY RISK

The Group's ability to generate substantial cash flow through its operations minimises liquidity risk. This risk is defined as the difficulty in raising funds to cover the Group's financial obligations.

The table below summarises financial liabilities at 31 December 2024 by maturity, based on contractual repayment obligations, including non-discounted interest.

at 31 December 2024	on demand	within 1 year	due in 1 to 2 years	due in 3 to 5 years	due after 5 years	total
	€ million	€ million	€ million	€ million	€ million	€ million
Bonds	-	43.5	43.4	1,216.6	552.9	1,856.3
Loans due to banks	-	298.2	213.4	810.6	-	1,322.2
Leases	-	21.7	17.8	30.0	3.5	72.9
Payables for put option and earn-out	-	3.5	0.1	49.9	114.9	168.4
Other financial liabilities	-	2.9	-	-	-	2.9
Trade payables	105.7	565.8	1.0	0.1	-	672.7
Other non-financial liabilities	17.8	203.1	-	0.1	-	221.1
Total liabilities	**123.6**	**1,138.7**	**275.7**	**2,107.3**	**671.2**	**4,316.6**

at 31 December 2023	on demand	within 1 year	due in 1 to 2 years	due in 3 to 5 years	due after 5 years	total
	€ million	€ million	€ million	€ million	€ million	€ million
Bonds	-	326.7	21.0	606.1	328.3	1,282.1
Loans due to banks	-	179.8	177.8	605.0	267.2	1,229.7
Leases	-	18.8	17.1	37.6	8.3	81.8
Payables for put option and earn-out	-	26.0	60.1	-	148.9	235.1
Other financial liabilities	-	4.7	-	-	-	4.7
Trade payables	55.6	465.5	-	-	-	521.1
Other non-financial liabilities	20.0	170.2	-	-	-	190.2
Total liabilities	**75.6**	**1,191.6**	**276.0**	**1,248.8**	**752.7**	**3,544.7**

The Group's financial payables, except non-current payables with a fixed maturity, consist of short-term bank debt. Thanks to its liquidity and satisfactory generation of cash flow from operations, the Group has sufficient resources to meet its financial commitments at maturity. In addition, there are unused credit lines both committed and uncommitted, that could cover any liquidity requirements (refer to note 6. 'ii Cash and cash equivalents').

INTEREST RATE RISK

A breakdown of the effective interest rate, taking all the cost components of the amortised costs into account, divided by type of financial liability is as follows.

	nominal interest rate	effective interest rate(1)	maturity	31 December 2024	31 December 2023
			€ million	€ million	€ million
Loans due to banks	variable rate	4.966%	2028	1,205.7	1,032.1
Parent Company bond issues					
• issued in 2017	fixed rate 2.165%		2024	-	150.0
• issued in 2019	fixed rate 1.655%		2024	-	150.0
• issued in 2020	fixed rate 1.250%	1.417%	2027	548.0	547.2
• issued in 2023	fixed rate 4.710%	4.710%	2030	298.8	298.6
• issued in 2024	fixed rate 2.375%	3.756%	2029	514.6	-
• issued in 2024	fixed rate 4.256%	4.269%	2031	219.0	-
Leases	incremental borrowing rate	incremental borrowing rate	2025-2030	77.5	76.0

(1) Calculated on any difference included in the amortised cost accounting.
(2) The figure shown relates to the applied rate and maturity of the loans due to banks by Davide Campari Milano N.V. and Campari America, LLC, responsible for nearly all market funding.

The Group is exposed to the risk of fluctuating interest rates in respect of its financial assets, loans due to banks and lease agreements. Derivative contracts intended to hedge interest rate exposures connected with financing are not subject to established quantitative policy concerning the optimal level of exposure to fixed or variable rates: the Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings. The preferred exposure to fixed or variable rates is dynamically managed centrally within the Group, considering current and future market conditions, the Group's level of indebtedness, business performance and in the context of the Group's expansion initiatives. The Parent Company's 2020, 2023 and 2024 bond issues pay interest at a fixed rate. Overall, at 31 December 2024, the nominal exposure of the Group's total financial debt was 39% (40% in 2023) at variable-rate, while the effective exposure, including the related hedging derivatives for the term loan subscribed in 2023, stood at 27% at variable rate.

SENSITIVITY ANALYSIS

The table below shows the effects of a possible change in interest rates on the Group's statement of profit or loss, if all other variables remain constant. A negative value in the table indicates a potential net reduction in profit or loss, while a positive value indicates a potential net increase in this item. The assumptions used with regard to a potential change in rates are based on an analysis of the trend on the reporting date.

With regard to the fixed-rate financial liabilities hedged by interest-rate swaps, the change in the hedging instrument offsets the difference in the underlying liability, with practically no effect in the statement of profit or loss.

		profit or loss	
at 31 December 2024	**increase/decrease**	**increase in interest rates**	**decrease in interest rates**
	in interest rates in basis point	**€ million**	**€ million**
€	+/- 5 basis points	(1.0)	1.0
US$	+30/-10 basis points	(1.3)	0.4
Other currencies		0.1	(0.4)
Total effect		**(2.2)**	**1.0**
at 31 December 2023		-	-
€	+/- 5 basis points	(0.7)	0.7
US$	+30/-10 basis points	(1.5)	0.5
Other currencies		0.1	(0.7)
Total effect		**(2.0)**	**0.4**

EXCHANGE RATE RISK

The Group develops its business activities globally, and sales in non-€ markets are progressively increasing. However, the establishment of Group companies in countries including the United States, Australia and Switzerland allows exchange rate risk to be partly hedged, since both costs and income are denominated in the same currency. For Campari Group, net exposure to foreign exchange effects is limited to transactions concluded among Group companies relating to certain sales regulated in currencies other than the functional currencies of the companies. Although these transactions represent only a portion of the overall business, the Group policy regularly determines the net exposure to the primary currencies to mitigate the residual foreign exchange risk by using forward and option derivatives agreements. Derivative contracts aiming to mitigate currency exchange risks are dynamically and qualitatively managed based on business needs and specific contexts and circumstances. These are not framed within fixed or quantitative policies regarding the percentage of coverage to be achieved. To avoid excessive coverage, the budget for future transactions is typically hedged at a level between 50% and 90% throughout the whole year.

SENSITIVITY ANALYSIS

An analysis was performed on the effects of a possible change in the exchange rates against the € on the statement of profit or loss, keeping all the other variables constant. This analysis does not include the Consolidated Financial statements' effect on translating the financial statements of subsidiaries denominated in a foreign currency following a possible change in exchange rates. The assumptions adopted regarding a potential change in rates are based on an analysis of forecasts provided by financial information agencies on the reporting date. The types of transactions included in this analysis are sales and purchases in any currency other than the Group's functional currency. The effects on shareholders' equity are determined by changes in the fair value of forward contracts on future transactions, which are used as cash flow hedges.

			net equity
at 31 December 2024	**increase/decrease**	**increase in exchange rates**	**decrease in exchange rates**
	in currency rates in %	**€ million**	**€ million**
US$	+8%/-1%	0.7	(9.4)
Other currencies		0.6	(0.5)
Total effect		**1.3**	**(9.9)**
at 31 December 2023			
US$	+2%/-6%	2.8	(1.0)
Other currencies		0.2	(0.3)
Total effect		**3.0**	**(1.4)**

MARKET AND PRICE RISK

Market risk consists of the possibility that changes in exchange rates, interest rates or the prices of raw materials or commodities (alcohol, aromatic herbs, sugar, cereals and agave) could negatively affect the value of assets, liabilities or expected cash flows.
The price of raw materials depends on a wide variety of factors, which are difficult to forecast and are largely beyond the Group's control. Historically, the Group has had no problem obtaining high-quality quantities of raw materials. However, it cannot be excluded that the Group could face challenges in getting supplies of raw materials. The Group is in the process of implementing measures aimed at limiting the risk of raw material price fluctuations, including co-investments and agricultural production agreements with local producers, the benefits of which can be seen over the medium-term as they are related to natural growing processes.
Campari Group has a substantial inventory of aged product categories, such as Bourbon whiskey, Scotch whisky, Canadian whisky, rum, cognac and tequila, which mature over lengthy periods. While the maturing inventory is stored at numerous locations around the world, the loss as a result of contamination, fire or other natural disaster or destruction resulting from negligence or the acts of third parties or otherwise of all or a portion of the inventory of any one of those aged product categories may not be replaceable and, consequently, may lead to a substantial decrease in the supply of those products. Additionally, the judgemental nature of determining how much of the Group's aged products to lay down in any given year for future consumption involves an inherent risk of forecasting error. Finally, price is another critical element, as the recoverability of the cost incurred in the maturing process is subject to the Group's ability to select an adequate range of premium products capable of satisfying the needs of demanding customers while the loss of sales and market shares lead to future excess inventory and decreased profit margin. The Group regularly reviews its marketing and production strategy to mitigate those risks enabling long-term forecasting analytical tools.

III. DEBT MANAGEMENT

The Group's debt management objectives are based on its ability to ensure that it retains an optimal level of financial soundness, while maintaining an appropriate level of liquidity that enables it to secure an economic return and, at the same time, access external sources of funding. The Group monitors changes to its net debt/EBITDA-adjusted ratio on an ongoing basis as commented in the above note 7 i- 'Capital management'.

IV. SHAREHOLDERS' EQUITY

ACCOUNTING POLICY

Own shares (both ordinary and special voting shares) are reported as a reduction in shareholders' equity.

DISCLOSURE

The Group manages its capital structure and makes any corresponding changes based on the prevailing economic conditions and the specific risks of the underlying asset. To maintain or change its capital structure, the Group may adjust the dividends payments to shareholders and/or issue new shares. For information on the composition of and changes in shareholders' equity during the periods under review, see the statement of changes in shareholders' equity.

ISSUED CAPITAL AND CAPITAL STRUCTURE

The issued capital of Davide Campari-Milano N.V. at 31 December 2024 is represented in the table below. Both ordinary and special voting shares A have a nominal value of €0.01 each, while special voting shares B have a nominal value of €0.04 each. The ordinary share capital at 31 December 2024 is 1,231,267,738.

On 10 January 2024, Davide Campari-Milano N.V. successfully placed an offer totalling approximately €650 million through an accelerated book building offering at €9.33 per ordinary share. The offering was directed to qualified investors pursuant to the resolution approved during the Company's Board of Directors meeting on 14 December 2023, for the issuance of new ordinary shares with a nominal value of €0.01 each, which excluded pre-emptive rights and will carry equivalent rights, including dividend entitlements, as the existing ordinary shares. The transaction costs associated with the issuance, amounting to €6.7 million, were accounted for as a deduction from equity by affecting retained earnings reserve. The newly issued ordinary shares amounted to 69,667,738.

The following movements occurred during 2024 in the composition of the share capital.

				no. of shares				nominal value (€)
	ordinary shares	special voting shares A	special voting shares B	total	ordinary shares	special voting shares A	special voting shares B	total
Share capital at 31 December 2023	1,161,600,000	71,696,938	594,021,404	1,827,318,342	11,616,000	716,969	23,760,856	36,093,826
Issue of new ordinary shares	69,667,738	-	-	69,667,738	696,677	-	-	696,677
Share capital at 31 December 2024	**1,231,267,738**	**71,696,938**	**594,021,404**	**1,896,986,080**	**12,312,677**	**716,969**	**23,760,856**	**36,790,503**

To foster the involvement of a stable base of long-term (loyal) shareholders, the Company's articles of association ('Articles of Association') were amended to adopt a mechanism based on the assignment to loyal shareholders of special voting shares, to which multiple voting rights are attached, in addition to the one granted by ordinary shares (the 'Special Voting Mechanism'). The Special Voting Mechanism entails the possibility of assigning to loyal, long-term shareholders: (i) two voting rights for each Campari ordinary share held for an uninterrupted period of two years, through the assignment of a special voting share A ('Special Voting Share A') with a nominal value of €0.01 each; (ii) five voting rights for each ordinary share held for an uninterrupted period of five years, through the assignment of a special voting share B ('Special Voting Share B') with a nominal value of €0.04 each and (iii) ten voting rights for each ordinary share held for an uninterrupted period of ten years ('Special Voting Share C') with a nominal value of €0.09 each. The features of the Special Voting Shares (A, B, C) are described in the Articles of Association as well as in the terms and conditions for Special Voting Shares ('SVS Terms'). The Special Voting Shares are not tradable on a regulated market.

The Company established a separate special capital reserve for the purpose of satisfying obligations related to special voting shares. At the board's discretion, special voting shares may be issued using the funds from the special capital reserve, in lieu of an actual monetary payment for the respective shares.

The features of the special voting shares (which can be A, B, C depending on the voting rights assigned) are described in the articles of association as well as in the terms and conditions for special voting shares ('SVS Terms'). The special voting shares are not tradable on a regulated market. The special voting mechanism and the features of the special voting shares have also been described in www.camparigroup.com.

OUTSTANDING SHARES, OWN SHARES RIGHTS ASSOCIATED TO THE SHARES

On 29 October 2024 Campari Group announced the launch of a share buyback program (the 'program'), coordinated by UBS Europe SE, in accordance with Article 5 of Regulation (EU) n.596/2014 and intended to meet the obligations arising from the stock option plans and other share-based incentive plans, currently in force or to be adopted and whose beneficiaries are (or will be) employees or members of the administrative and/or management bodies of either the Company or other Campari Group's companies. The program will be implemented in accordance with the resolution adopted by the Company's General Meeting held on April 11, 2024, which authorised the Board of Directors to acquire, in one or more transactions, a maximum number of shares in the capital of the Company which, when added to the treasury shares already held by Campari, will not exceed the legal limit, for a period of 18 months from 11 April 2024, to 11 October 2025 (the 'Authorisation'). The Authorisation has also set out that purchases shall take place for (i) a minimum price, excluding expenses, of the nominal value of Campari's shares, and (ii) a maximum price of an amount equal to 10% above the opening price on the day of acquisition of the share concerned. The program started on 30 October 2024 and will end no later than 12 November 2025 (in case of Authorisation renewal). The maximum value allocated to the program is €40 million and it is coordinated by UBS Europe SE which purchase Campari shares independently of the Company at the most appropriate time and price (in any case, within the limits set out by the Authorisation and all applicable laws and regulations).

The table below shows the reconciliation between the number of outstanding shares.

				no. of shares				nominal value (€)
	ordinary shares	special voting shares A	special voting shares B	total	ordinary shares	special voting shares A	special voting shares B	total
Outstanding shares at 31 December 2023	1,131,982,258	40,657,598	594,001,404	1,766,641,260	11,319,823	406,576	23,760,056	35,486,455
Issue of new ordinary shares	69,667,738	-	-	69,667,738	696,677	-	-	696,677
Ordinary shares repurchased under share repurchase program	(1,079,420)	-	-	(1,079,420)	(10,794)	-	-	(10,794)
Ordinary shares assigned under share-based programs	1,933,925	-	-	1,933,925	19,339	-	-	19,339
Special voting shares allocation	-	(201,009)	(20,000)	(221,009)	-	(2,010)	(800)	(2,810)
Outstanding shares at 31 December 2024	1,202,504,501	40,456,589	593,981,404	1,836,942,494	12,025,045	404,566	23,759,256	36,188,867
Total own shares held	28,763,237	31,240,349	40,000	60,043,586	287,632	312,403	1,600	601,636
Own shares as a % total respective shares	2.34%	43.57%	0.01%	3.17%				

				no. of shares				nominal value (€)
	ordinary shares	special voting shares A	special voting shares B	total	ordinary shares	special voting shares A	special voting shares B	total
Outstanding shares at 31 December 2022	1,121,647,577	597,856,391	-	1,719,503,968	11,216,476	5,978,564	-	17,195,040
Ordinary shares repurchased under share repurchase program	(1,850,962)	-	-	(1,850,962)	(18,510)	-	-	(18,510)
Ordinary shares assigned under share-based programs	12,185,643	-	-	12,185,643	121,856	-	-	121,856
Conversion from special voting shares A to special voting shares B	-	(594,021,404)	594,021,404	-	-	(5,940,214)	23,760,856	17,820,642
Special voting shares allocation	-	36,822,611	(20,000)	36,802,611	-	368,226	(800)	367,426
Outstanding shares at 31 December 2023	1,131,982,258	40,657,598	594,001,404	1,766,641,260	11,319,823	406,576	23,760,056	35,486,455
Total own shares held	29,617,742	31,039,340	20,000	60,677,082	296,177	310,393	800	607,371
Own shares as a % total respective shares	2.55%	43.29%	-	3.32%				

In terms of ordinary shares, between 1 January and 31 December 2024, Davide Campari-Milano N.V. granted 1,933,925 own shares, of which 958,942 shares were sold for a total cash inflow of €5.5 million, corresponding to the average exercise price multiplied by the number of own shares sold to beneficiaries upon the exercise of their stock option rights. Additionally, 964,426 and 10,557 shares were transferred in the context of the existing share-based plans covering the medium- and long-term horizon, respectively. In the same period and through the share buyback program, the Company purchased 1,079,420 shares at an average price of €5.8, for a total amount of €6.3 million (the amount includes €0.1 million receivables to be collected in connection with the share buyback program). At 31 December 2024, Davide Campari-Milano N.V. held 28,763,237 own shares, equivalent to 2.3% of the share capital.

With reference to special voting shares, between 1 January and 31 December 2024 the Company allocated the nominal value of n.221,009 special voting shares to the treasury shares reserve. This resulted from disposals of outstanding ordinary shares having corresponding special voting shares. During the period, no cancellation of the treasury special voting shares was resolved by the Shareholders' meeting of the Company.

The table below shows changes in the number and values of own shares held during the periods considered.

	no. of ordinary shares held		purchase price (€ million)	
	2024	2023	2024	2023
Balance at 1 January	29,617,742	39,952,423	306.4	388.1
Purchases	1,079,420	1,850,962	6.3	21.0
Disposals	(1,933,925)	(12,185,643)	(18.6)	(102.7)
Final balance	28,763,237	29,617,742	294.0	306.4
% of share capital	2.34%	2.55%		

Sales of own shares during the year, which are shown in the above table at an amount equal to the original purchase cost of €18.6 million, were sold for a total cash inflow of €5.5 million corresponding to the average exercise price multiplied by the number of own shares sold to stock option beneficiaries. The Parent Company consequently reported a negative difference of €13.1 million which was recorded in shareholders' equity (embedded within the retained earnings) and partially offset by the use of the stock option reserve of €12.3 million.

DIVIDENDS PROPOSED

The table below shows the dividends proposed for the year and previous years.

	2024	2023	2022
	€	€	€
Dividend per share proposed	0.065	0.065	0.060
	€ million	€ million	€ million
Total amount proposed	78.2	78.1	67.3
of which, to owners of the Parent	78.2	78.1	67.3
of which, to non-controlling interests	-	-	-

The dividends submitted for the approval of the General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2024 is €78.2 million, calculated based on shares outstanding at 31 December 2024 (for information purposes, based on the 28,763,237 own shares held at 31 December 2023, the shares outstanding amounted to 1,202,504,501). The dividend will be recalculated based on the total number of outstanding shares as of the coupon detachment date. The proposed dividend for the period is €0.065 per share, in line with the previous financial year.

DIVIDENDS PAID

In terms of the distribution of dividends during the last five years, the dividend paid and the utilization of the retained earnings reserve was as follows.

Dividends paid during the year on ordinary shares

	2024	2023	2022	2021	2020
dividend per share paid (€)	0.065	0.060	0.060	0.055	0.055
total amount (€ million)	78.1	67.5	67.6	61.6	62.9
retained earnings reserve (€ million)	78.1	67.5	67.6	61.6	62.9
other reserve (€ million)	-	-	-	-	-

OTHER RESERVES AND RETAINED EARNINGS ATTRIBUTABLE TO GROUP SHAREHOLDERS

	equity reserves					retained earnings and other reserves						
€ million	**cash flow hedge**	**currency translation differences**	**hyperinfla-tion**	**remeasure-ment of defined benefit plans**	**total equity reserves**	**treasury ordinary shares**	**treasury special voting shares**	**share-based payments**	**other**	**share premium**	**retained earnings**	**total retained earnings and other**
at 31 December 2023 before non-controlling interest	**9.3**	**(153.1)**	**67.2**	**3.7**	**(72.9)**	**(0.3)**	**(0.3)**	**56.8**	**33.6**	**-**	**2,872.2**	**2,962.0**
Campari Group												
Cost of share-based payments for the period	-	-	-	-	**-**	-	-	27.0	-	-	-	**27.0**
Share-based payments exercised	-	-	-	-	**-**	-	-	(12.2)	-	-	12.2	**-**
Issue of new shares net of fees	-	-	-	-	**-**	-	-	-	-	642.6	-	**642.6**
Profits (losses) allocated to shareholders' equity	(3.7)	-	-	(1.3)	**(5.0)**	-	-	-	-	-	-	**-**
Tax effect recognised in shareholders' equity	1.0	-	-	0.3	**1.2**	-	-	-	-	-	-	**-**
Translation difference	-	40.0	-	-	**40.0**	-	-	-	-	-	-	**-**
Effects from hyperinflation accounting	-	-	12.8	-	**12.8**	-	-	-	-	-	-	**-**
Purchase of treasury shares	-	-	-	-	**-**	-	-	-	-	-	(6.3)	**(6.3)**
Sale of treasury shares	-	-	-	-	**-**	-	-	-	-	-	5.5	**5.5**
Changes in ownership interests	-	-	-	-	**-**	-	-	-	-	-	50.4	**50.4**
Dividends	-	-	-	-	**-**	-	-	-	-	-	(78.1)	**(78.1)**
Dividends to non-controlling interests	-	-	-	-	**-**	-	-	-	-	-	(0.8)	**(0.8)**
Net result of the period	-	-	-	-	**-**	-	-	-	-	-	201.6	**201.6**
Other variations	-	-	-	-	**-**	-	-	-	-	-	37.0	**37.0**
at 31 December 2024 before non-controlling interest	**6.6**	**(113.1)**	**80.0**	**2.7**	**(23.8)**	**(0.3)**	**(0.3)**	**71.5**	**33.6**	**642.6**	**3,093.9**	**3,841.0**
Non-controlling interests												
Changes in ownership interests and other movements	-	-	-	-	**-**	-	-	-	-	-	(0.8)	**(0.8)**
Dividends	-	-	-	-	**-**	-	-	-	-	-	(0.8)	**(0.8)**
Net result of the period	-	-	-	-	**-**	-	-	-	-	-	(9.0)	**(9.0)**
Translation difference	-	10.2	-	-	**10.2**	-	-	-	-	-	-	**-**
at 31 December 2024 including non-controlling interests	**6.6**	**(102.8)**	**80.0**	**2.7**	**(13.5)**	**(0.3)**	**(0.3)**	**71.5**	**33.6**	**642.6**	**3,083.3**	**3,830.5**

	equity reserves					retained earnings and other reserves					
€ million	**cash flow hedge**	**currency translation differences**	**hyperinfla-tion**	**remeasure-ment of defined benefit plans**	**total equity reserves**	**treasury ordinary shares**	**treasury special voting shares**	**share-based payments**	**other**	**retained earnings**	**total retained earnings and other**
at 31 December 2022 before non-controlling interest	**27.3**	**(99.9)**	**51.8**	**3.5**	**(17.4)**	**(0.4)**	**(0.7)**	**47.5**	**51.4**	**2,577.5**	**2,675.3**
Campari Group											
Cost of share-based payments for the period	-	-	-	-	**-**	-	-	21.7	-	-	**21.7**
Share-based payments exercised	-	-	-	-	**-**	-	-	(12.5)	-	12.5	**-**
Profits (losses) allocated to shareholders' equity	(23.6)	-	-	0.4	**(23.2)**	-	-	-	-	-	**-**
Tax effect recognised in shareholders' equity	5.7	-	-	(0.2)	**5.4**	-	-	-	-	-	**-**
Translation difference	-	(53.2)	-	-	**(53.2)**	-	-	-	-	-	**-**
Effects from hyperinflation accounting	-	-	15.4	-	**15.4**	-	-	-	-	-	**-**
Purchase of treasury shares	-	-	-	-	**-**	-	-	-	-	(20.9)	**(21.0)**
Sale of treasury shares	-	-	-	-	**-**	0.1	-	-	-	54.3	**54.4**
Changes in ownership interests	-	-	-	-	**-**	-	-	-	-	(14.1)	**(14.1)**
Special voting shares allocation	-	-	-	-	**-**	-	0.4	-	-	-	**0.4**
Conversion from special voting shares A to special voting shares B	-	-	-	-	**-**	-	-	-	(17.8)	-	**(17.8)**
Dividends	-	-	-	-	**-**	-	-	-	-	(67.5)	**(67.5)**
Net result of the period	-	-	-	-	**-**	-	-	-	-	330.5	**330.5**
at 31 December 2023 before non-controlling interest	**9.3**	**(153.1)**	**67.2**	**3.7**	**(72.9)**	**(0.3)**	**(0.3)**	**56.8**	**33.6**	**2,872.2**	**2,962.0**
Non-controlling interests											
Changes in ownership interests and other movements	-	-	-	-	**-**	-	-	-	-	6.2	**6.2**
Dividends	-	-	-	-	**-**	-	-	-	-	(2.0)	**(2.0)**
Net result of the period	-	-	-	-	**-**	-	-	-	-	2.0	**2.0**
Translation difference	-	(6.0)	-	-	**(6.0)**	-	-	-	-	-	**-**
at 31 December 2023 including non-controlling interests	**9.3**	**(159.1)**	**67.2**	**3.7**	**(78.9)**	**(0.3)**	**(0.3)**	**56.8**	**33.6**	**2,878.5**	**2,968.3**

The change in the currency translation differences reserve mainly related to net assets denominated in US$ and Jamaican Dollar.
Changes in ownership interests referred to and included the impact of the movement of the year of non-controlling interests and connected liabilities. The movements are as follows.

for the year ended 31 December 2024	reclassification of initial non-controlling interest value	net result of the period(1)	exchange rate of the period	put and/or call option measurement	total reclassification to Group equity
	€ million	€ million	€ million	€ million	€ million
Ancho Reyes and Montelobos	-	(1.9)	(0.3)	3.8	1.5
Champagne Lallier	-	-	-	-	-
Trans Beverages Company	-	(1.0)	(0.2)	(0.8)	(1.9)
Wilderness Trail Distillery, LLC	-	(4.9)	12.7	43.5	51.3
Thirsty Camel Ltd.	0.5	(0.8)	(0.2)	-	(0.5)
Changes in ownership interests	**0.5**	**(8.6)**	**12.0**	**46.6**	**50.4**

(1) Excluding the net result of the period of Bellonnie et Bourdillon group equal to €(0.3) million and Courvoisier Group (negligible results).

for the year ended 31 December 2023	reclassification of initial non-controlling interest value	net result of the period(1)	exchange rate of the period	put and/or call option measurement	total reclassification to Group equity
	€ million	€ million	€ million	€ million	€ million
Ancho Reyes and Montelobos	-	(0.4)	0.5	(20.8)	(20.7)
Champagne Lallier	-	(0.1)	-	0.9	0.8
Trans Beverages Company	-	0.3	(0.5)	(2.5)	(2.8)
Wilderness Trail Distillery, LLC	-	2.3	(7.6)	13.9	8.6
Changes in ownership interests	**-**	**2.1**	**(7.6)**	**(8.5)**	**(14.1)**

(1) Excluding the net result of the period of Bellonnie et Bourdillon group equal to €(0.2) million and Thirsty Camel Ltd. equal to €0.2 million.

V. SHARE-BASED PAYMENTS

ACCOUNTING POLICY

COMPENSATION PLANS IN THE FORM OF STOCK OPTIONS

The Group has multiple incentive plans in place, including benefits in the form of stock option plans, governed in accordance with the shareholders' resolution, pursuant to applicable law and implemented by means of a specific regulation ('Stock Option Regulations'). The purpose of the plan is to offer beneficiaries who occupy key positions in the Group the opportunity to own shares in Davide Campari-Milano N.V., thereby aligning their interests with those of other shareholders and fostering loyalty, in the context of the strategic goals to be achieved. The recipients are employees, directors and/or individuals who regularly work for one or more Group companies, who have been identified by the Board of Directors of Davide Campari-Milano N.V., and who, on the approval date of the plan and until the date that the options are exercised, have worked as employees and/or directors and/or in any other capacity at one or more Group companies without interruption.

The Board of Directors of Davide Campari-Milano N.V. has the right to draft regulations, select beneficiaries and determine the share quantities and values for the execution of the stock option plans.

The fair value of stock options is represented by the value of the option calculated by applying the Black-Scholes model and the grant date starts once the options are assigned. Volatility is estimated with the help of data supplied by a market information provider together with a leading bank and corresponds to the estimate of volatility recorded in the period covered by the plan. The stock options are recorded at fair value with an offsetting entry in the stock option reserve. The dilutive effect of options not yet exercised is included in the calculation of diluted earnings per share.

DISCLOSURE

The AGM of 11 April 2024 approved a new Remuneration Policy in the form of other share-based instruments as described below. Therefore, the last stock option plan was approved in 2023 while in 2024, no options were granted. The following table shows the changes in stock option plans during the periods concerned.

	at 31 December 2024		at 31 December 2023	
	no. of shares	average allocation/ exercise price (€)	no. of shares	average allocation/ exercise price (€)
Options outstanding at the beginning of the period	26,500.938	7.72	38,970.219	6.70
Options granted during the period	-	-	450.033	11.61
(Options cancelled during the period)	(1,887.054)	8.82	(727.195)	8.94
(Options exercised during the period)[1]	(958.942)	5.89	(12,158.728)	4.47
(Options expired during the period)	-	-	(33.391)	-
Options outstanding at the end of the period	23,654.942	7.72	26,500.938	7.72
of which exercisable at the end of the period	5,560.902	6.38	6,173.487	6.16

(1) The average market price on the exercise date was €8.68.

The exercise prices for the options granted in each year range were as follows.

	exercise price
Allocations: 2018	6.25
Allocations: 2019	8.85
Allocations: 2020	6.41
Allocations: 2021	9.91
Allocations: 2022	10.29
Allocations: 2023	11.61

The stock option plan does not include vesting conditions linked to business results or market conditions. The following assumptions were used for the fair value measurement of options issued in 2023. Considering the transition to the new Long-Term Incentive Plan described below starting in 2024, no stock options have been granted.

Black-Scholes model parameters	2023
Expected dividends (€)	0.065
Expected volatility (%)	21.18%
Historic volatility (%)	28.58%
Market interest rate	2.930%
Expected option life (years)	7.00
Exercise price (€)	11.61

The average fair value of options granted in 2023 was €3.06. The average remaining life of outstanding options at 31 December 2024 was 2.7 years (3.4 years at 31 December 2023).

ACCOUNTING POLICY

SHARE-BASED PAYMENTS IN THE FORM OF 'EMPLOYEES SHARE OWNERSHIP PLAN', 'EXTRA-MILE BONUS PLAN ('EMB') AND MID-TERM INCENTIVE PLAN ('MTI')

The Shareholders' Meeting of 8 April 2021 approved the resolution for the implementation of the Employee Share Ownership Plan ('ESOP'). ESOP is a share matching plan offering employees the opportunity to invest in Davide Campari-Milano N.V. shares. The ESOP is intended for all Group employees, with the exception of members of the Board of Directors. These employees will be offered the opportunity to allocate certain amounts to the plan, which will be used to purchase shares of Davide Campari-Milano N.V. (the 'Purchased Shares') by the plan administrator and, after a three-year vesting period, complementary free shares will be awarded. The free shares granted represent an equity-settled arrangement.

The accounting treatment for the ESOP follows the accounting treatment applied for benefits granted in the form of stock option plans. The fair value of the ESOP plan is represented by the value of the option calculated by applying the Black-Scholes model. In the event that the granting of the benefit in the form of a share-based scheme is not permitted or it is not effective on the basis of specific national legislation, the same benefits are granted in the form of a phantom stock option plan. These plans confer the same rights as the ESOP plan but are cash-settled and the initial fair value measurement is calculated by applying the Black-Scholes model. The cost resulting from this valuation is spread over the vesting period, with an impact on the profit or loss using a long-term liability offsetting account (instead of an equity reserve). As a subsequent measurement, at each balance sheet date and at least once a year and on the settlement date, the value of the phantom plan must be fully remeasured on the basis of the current market value of the Davide Campari-Milano N.V. shares. Any cumulative changes in fair value are recognised in the profit or loss in the remeasurement period to align the liability with the 'pro-rata' value of the expected bonus payment payout.

As part of this, the Extra-Mile Bonus Plan ('EMB') program was awarded in 2021, representing a preparatory assignment to the launch of the ESOP program with which it shares the main features. The fair value of the EMB plan is represented by the awarded number of rights assigned, calculated based on the annual base gross salary of eligible employees at 31 December 2020, divided by twelve.

On 13 April 2022, the Annual General Meeting approved a Mid-Term Incentive plan ('MTI') based on Campari shares and aimed at rewarding Camparistas for their active participation in the Group performance and fostering their retention. Eligible Camparistas will be granted a right to receive a number of Campari shares for free, subject to their uninterrupted employment over a three-year vesting period from the grant date. The number of award rights to be granted to each beneficiary will be calculated based on the beneficiary's annual base gross salary as of 31 December preceding the grant date. The MTI plan approved in April 2022 foresees 3 grants for the following three years, therefore the second grant was assigned in May 2023.

DISCLOSURE

The table below shows the changes in share-based rights during 2024, compared with 2023.

	31 December	
n. of rights	**2024**	**2023**
outstanding rights at the beginning of the year	3,678.420	3,606.911
assigned during the period	462.685	447.921
cancelled during the period	(261.583)	(349.497)
exercised during the period	(964.426)	(26.915)
outstanding rights at the end of the year	2,915.095	3,678.420

With respect to EMB program granted in 2021 with a 3-year vesting period, the related shares were transferred and thus exercised to the eligible employees in July 2024 and no outstanding shares remained related to this dedicated plan.

The following assumptions were used for the weighted average fair value measurement of the ESOP plan for complementary free shares assignment for the year ended 2024 and 31 December 2023. The weighted average fair value for complementary free shares assigned in 2024 was €9.09 (€11.07 in 2023).

Black-Scholes - model parameters	**2024**	**2023**
Expected dividends (€)	0.065	0.065
Expected volatility (%)	199.74%	202.58%
Historic volatility (%)	24.00%	24.00%
Market interest rate	2.75%	3.34%
Expected option life (years)	3	3

If a share-based scheme is not permitted or is not effective based on specific national legislation, a phantom stock option plan is awarded, resulting in a liability. The latter, recorded under the item personnel long-term liabilities, was €0.4 million at 31 December 2024 (€0.3 million at 31 December 2023).

ACCOUNTING POLICY

SHARE-BASED PAYMENTS IN THE FORM OF 'LONG-TERM INCENTIVE PLAN ('LTI')

The General Meeting of 11 April 2024 approved a Remuneration Policy that entitles key management personnel and senior employees to receive Long-Term Incentive Plans. The plans entitle eligible Camparistas to receive a number of Campari shares for free, subject to their uninterrupted employment over a contractually defined vesting period from the grant date (Restricted Stock Units or 'RSU') and a number of Campari shares for free, subject to the achievement of Campari Group's performance conditions (Performance Stock Units or 'PSU') to be achieved over the vesting period. The performance conditions are both market conditions represented by the relative Total Shareholders' Return ('TSR') and non-market conditions represented by renewable energy targets. The fair value of these plans has been measured based on the following: for RSU the number of award rights to be granted to each beneficiary is calculated based on the beneficiary's annual base gross salary as of 31 December preceding the grant date; for PSU the fair value has been measured using a stochastic or Black-Scholes method, where service and non-market conditions attached to the agreements were not taken into account in measuring fair value.

DISCLOSURE

The approved Remuneration Policy pursuant to Dutch and European legislation included the following LTI plans: i) Long-Term Incentive Plan for eligible employees of the Group ii) Long-Term Incentive Plan for the Company's Lead Team and iii) CFOO Last Mile Incentive plan. All plans rules are available on the Company's website. The 2024 grant date of the three plans was 14 April 2024.
The purpose of the first plan is to reward selected employees of the Group for their active participation in Group performance and to foster retention. The eligible employees have been awarded a right to receive for free a number of Campari shares, subject to their continued employment during a vesting period of 3 years. The number of assigned rights granted to each beneficiary was calculated based on the beneficiary's annual base gross salary as of 31 December 2023 with a fair value of €9.13.

With respect to the second plan mentioned above, the Long-Term Lead Team Incentive Plan, its purpose is to create a link between the Company's performance and the Company's Lead Team members. The latter will be awarded a right to receive for free a number of Campari shares, subject to their continued position or employment relationship during a vesting period, and the achievement of a relative TSR target and a Sustainability target. Two-thirds of the assigned rights were granted in the form of RSU and the remaining one-third will be assigned in the form of PSU. The methodology valuation used for the RSU is the same applied for the first plan described above, with a fair value of €9.13. PSU fair value was measured using a stochastic and Black-Scholes method with a weighted average of €6.77.

With respect to the third plan, the Last-Mile Incentive plan for the Chief Financial and Operating Officer ('CFOO'), its purpose is to reward the CFOO, who has provided the Company with extraordinary value during a long-standing managerial period, and to ensure his retention over the long-term. The CFOO will be awarded a right to receive for free a number of Campari shares, subject to his continued directorship relationship during a vesting period of 8 years and the achievement of certain performance targets: (i) the uninterrupted directorship relationship with the Company until the vesting date under the terms and conditions set forth in the plan rules; and (ii) the achievement of at least one of the envisaged key performance indicators stated in the plan agreement. PSU fair value was measured using a Black-Scholes method with a weighted average of €8.64.

The table below shows the changes in share-based rights in the form of 'Long-Term Incentive Plan' during 2024 compared with 2023.

n. of rights	2024
outstanding rights at the beginning of the year	-
assigned during the period	6,149.844
cancelled during the period	(66.313)
exercised during the period	(10.557)
outstanding rights at the end of the year	6,072.974

The following assumptions were used for the fair value measurement of PSU assigned during the year 2024 in connection with LTI plans for Lead Team and Last-Mile Incentive for CFOO. The weighted average fair value of share-based rights assigned in 2024 was €8.47.

Black-Scholes and stochastic method - model parameters	2024
Expected dividends yield (%)	0.71%
Expected volatility (%)	22.46%
Historic volatility (%)	24%
Market interest rate	3.30%
Expected option life (years)	7.55

VI. OTHER COMPREHENSIVE INCOME

The changes during the year and the related tax effect on other comprehensive income items for the year ended 31 December 2024 and 2023 were as follows.

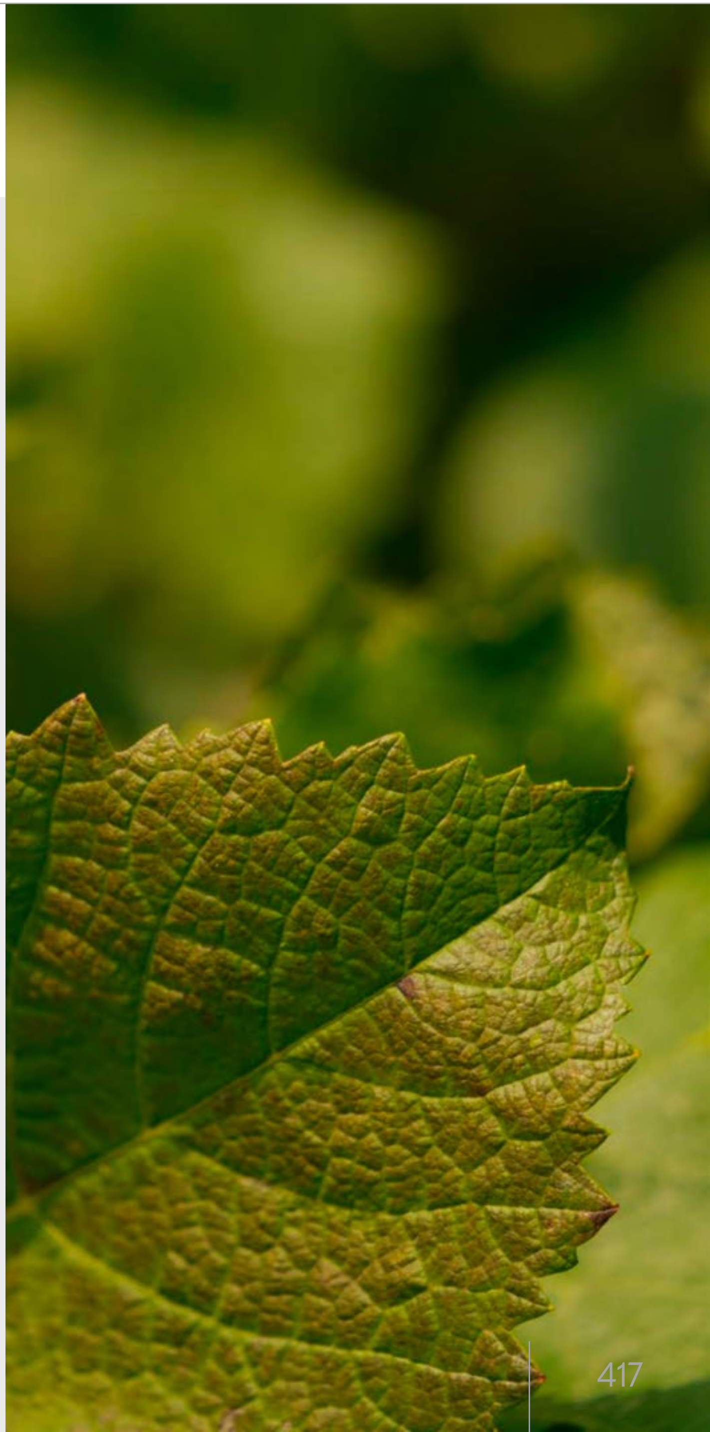
	for the year ended	
	2024	**2023**
	€ million	**€ million**
Cash flow hedge:		
Profit (loss) for the period	(0.8)	(3.9)
Profit (losses) classified to other comprehensive income	(2.9)	(19.7)
Related Income tax effect	1.0	5.7
Total cash flow hedge	**(2.7)**	**(17.9)**
Foreign currency translation:	-	-
Hyperinflation effects	12.8	15.4
Exchange differences on translation of foreign operations	50.3	(59.2)
Total foreign currency translation	**63.1**	**(43.8)**
Remeasurements of defined benefit plans:	-	-
Gains/(losses) on remeasurement of defined benefit plans	(1.3)	0.4
Related Income tax effect	0.3	(0.2)
Total remeasurements of defined benefit plans	**(1.0)**	**0.2**

In 2024, the impact of the non-monetary foreign currency effect was mainly driven by the US$ and the Jamaican Dollar partially offset by Mexican Pesos and Brazilian Real.

VII. SHAREHOLDERS' EQUITY ATTRIBUTABLE TO NON-CONTROLLING INTERESTS

ACCOUNTING POLICY

For accounting policy over non-controlling interests relate to the portion of a subsidiary's shareholders' equity that is not directly or indirectly attributable to the Group, please refer to note 4 i-'Acquisition and sale of businesses and purchase of non-controlling interests'.



DISCLOSURE

The changes during the year are reflected below.

non-controlling interests € million	Bellonnie et Bourdillon group	Ancho Reyes and Montelobos	Trans Beverages	Wilderness Trail Distillery	Thirsty Camel Ltd.	Courvoisier Group	total
at 31 December 2023	**1.1**	**-**	**-**	**-**	**0.5**	**-**	**1.6**
net result	(0.3)	(1.9)	(1.0)	(4.9)	(0.8)	-	(9.0)
translation difference	-	-	(0.2)	10.4	0.1	-	10.2
perimeter effect for acquisition	-	-	-	-	-	0.6	0.5
other movements	-	(0.3)	-	3.1	(0.3)	-	2.6
dividends	-	-	-	(0.8)	-	-	(0.8)
reclassification to group net equity	-	2.3	1.1	(7.8)	0.5	-	(3.9)
at 31 December 2024	**0.8**	**-**	**-**	**-**	**-**	**0.6**	**1.3**

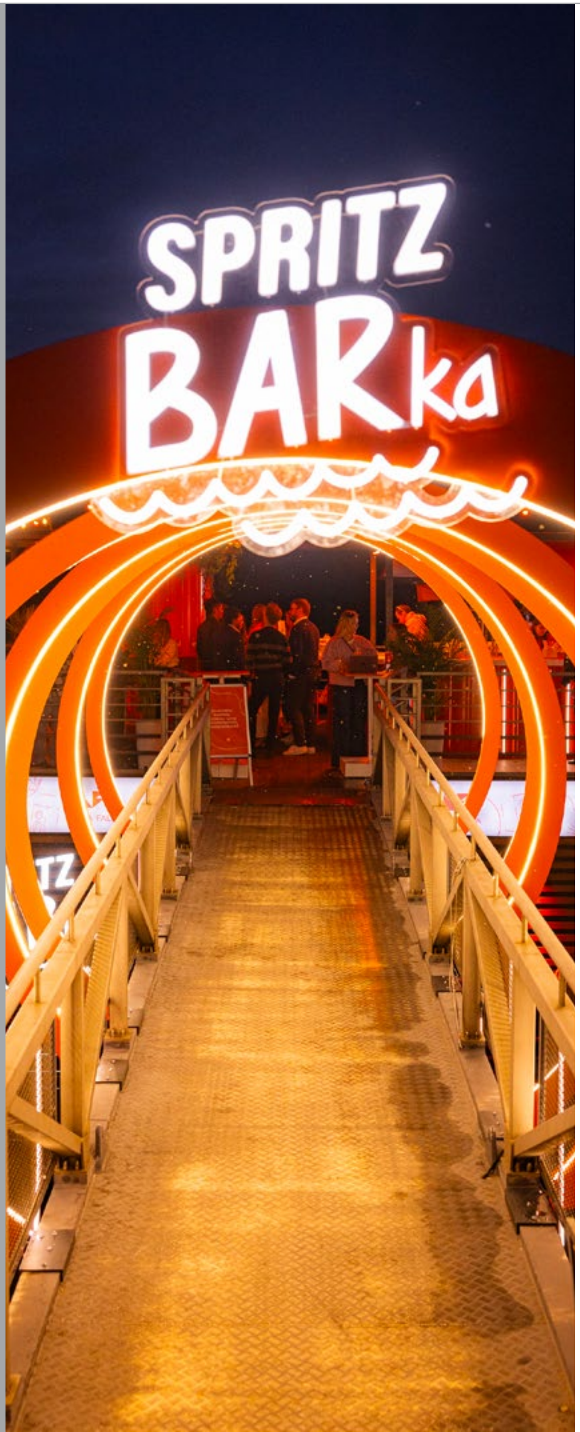
non-controlling interests € million	Bellonnie et Bourdillon group	Ancho Reyes and Montelobos	Champagne Lallier group	Trans Beverages	Wilderness Trail Distillery	Thirsty Camel Ltd.	total
at 31 December 2022	**1.4**	**-**	**-**	**-**	**-**	**-**	**1.4**
net result	(0.2)	(0.4)	(0.1)	0.3	2.3	0.2	2.0
translation difference	-	0.2	-	(0.2)	(6.1)	-	(6.0)
perimeter effect for acquisition	-	-	-	-	-	0.3	0.3
other movements	-	0.3	-	-	0.1	-	0.4
dividends	-	-	-	(0.3)	(1.6)	-	(2.0)
reclassification to group net equity	-	(0.1)	0.1	0.2	5.3	-	5.5
at 31 December 2023	**1.1**	**-**	**-**	**-**	**-**	**0.5**	**1.6**

The non-controlling interests at 31 December 2024 amounted to €1.3 million.
The main changes in 2024 were related to:

- the recognition of the non-controlling interests related to SCEA Domaine Guilloteau, SICA des Baronnies de Jarnac, SICA Quinze des Borderies et Champagnes, Association Coopérative des Bouilleurs de Cru, as part of the Courvoisier acquisition;
- the acquisition of the residual minority interest in Licorera Ancho Reyes y cia, S.A.P.I. de C.V. and Casa Montelobos, S.A.P.I. de C.V., as well as in Trans Beverages Company Ltd. and Thirsty Camel Ltd. and consequent derecognition of the relevant non-controlling interest.

With regard to Wilderness Trail Distillery, due to the existence of reciprocal purchase/sale agreements involving put/call option mechanisms with existing non-controlling shareholders, the recognition of a financial liability related to the future purchase obligation (refer to note 6 v-'Non-current financial debt') and the simultaneous elimination of the amount recognised under non-controlling interests in favour of the Group's shareholders' equity (refer to note 'Other reserves and retained earnings attributable to Group shareholders' above) was required.

Company name	Country of business	% of minority interest 2024	% of minority interest 2023
Bellonnie et Bourdillon	Martinique	3.47%	3.47%
Ancho Reyes and Montelobos	Mexico	-	49.0%
Trans Beverages	South Korea	-	49.0%
Thirsty Camel Ltd.	New Zealand	-	40.0%
Wilderness Trail Distillery, LLC	United States	30.0%	30.0%
SCEA Domaine Guilloteau	France	15.0%	-
SICA des Baronnies de Jarnac	France	83.6%	-
SICA Quinze des Borderies et Champagnes	France	94.6%	-
Association Coopérative des Bouilleurs de Cru	France	98.0%	-



The financial statements of the subsidiaries shown below are based on the same accounting standards applied for the Group.

for the year ended 31 December 2024	total non-controlling interest	Bellonnie et Bourdillon group	Ancho Reyes and Montelobos	Trans Beverages Co	Wilderness Trail Distillery	Thirsty Camel Ltd	Courvoisier Group
Net sales	112.9	21.3	7.1	21.7	31.0	19.3	35.7
Profit (loss) for the period	(37.3)	(10.0)	(4.6)	0.7	(6.3)	(4.1)	-
Profit (loss) for the period attributable to non-controlling interest	**(9.0)**	**(0.3)**	**(1.9)**	**(1.0)**	**(4.9)**	**(0.8)**	**-**
Current assets	221.4	58.7	14.9	17.4	47.0	21.5	55.1
Non-current assets	659.8	50.7	5.9	0.9	541.0	5.7	0.7
Current liabilities	284.3	85.4	22.1	13.5	11.7	28.4	54.8
Non-current liabilities	11.3	2.2	1.8	0.3	4.3	2.3	0.1
Net assets	585.6	21.7	(3.0)	4.5	572.0	(3.5)	0.9
Net assets attributable to non-controlling interest	**170.3**	**0.8**	**(1.5)**	**2.1**	**171.6**	**(1.4)**	**0.6**
of which represented as non-controlling interest in Campari Group statement of changes in shareholders' equity	**1.3**	**0.8**	**-**	**-**	**-**	**-**	**0.6**

for the year ended 31 December 2024	total non-controlling interest	Bellonnie et Bourdillon group	Ancho Reyes and Montelobos	Champagne Lallier group	Trans Beverages Co	Wilderness Trail Distillery	Thirsty Camel Ltd.
Net sales	127.8	24.3	14.4	15.4	27.8	29.1	16.8
Profit (loss) for the period	(9.3)	(6.7)	(0.7)	(10.9)	0.5	8.0	0.4
Profit (loss) for the period attributable to non-controlling interest	**2.5**	**(0.2)**	**(0.4)**	**0.4**	**0.3**	**2.3**	**0.2**
Current assets	217.5	53.3	17.0	59.7	16.9	44.6	25.9
Non-current assets	630.1	49.0	11.2	44.2	0.3	521.1	4.3
Current liabilities	244.2	69.6	19.8	97.4	12.8	15.9	28.7
Non-current liabilities	7.9	1.8	2.0	0.2	0.2	3.4	0.3
Net assets	595.5	30.9	6.5	6.3	4.3	546.4	1.2
Net assets attributable to non-controlling interest	**171.8**	**1.1**	**3.1**	**1.3**	**2.0**	**163.9**	**0.5**
of which represented as non-controlling interest in Campari Group statement of changes in shareholders' equity	**1.6**	**1.1**	**-**	**-**	**-**	**-**	**0.5**

VIII. TRANSACTIONS WITH NON-CONTROLLING INTERESTS

In addition to the business combination completed during the year and involving non-controlling interests, in September 2024 and November 2024 respectively, the Group finalised the negotiation to acquire the remaining 49% minority interests in Licorera Ancho Reyes y cia, S.A.P.I. de C.V. and Casa Montelobos, S.A.P.I. de C.V., as well as in Trans Beverages Company Ltd., subsequently renamed Campari Korea Ltd.. The final considerations were confirmed to be aligned with the estimated debts recognised previously and represented as 'Liabilities for put option and earn-out payments' in the consolidated accounts.
Furthermore, in December 2024, the remaining 40% minority interest in Thirsty Camel Ltd. (effectively renamed as Campari New Zealand Ltd. starting from 1 January 2025) was acquired. The consideration paid was broadly in line with the related non-controlling interests previously recognised at Group level.
As all companies were already under Campari Group's control and included within its consolidation perimeter, the above-mentioned transactions had no material impact on the Group economic results.

IX. BASIC AND DILUTED EARNINGS PER SHARE

ACCOUNTING POLICY

Basic earnings per share are calculated by dividing the Group's net result for the period by the weighted average number of shares outstanding during the period, excluding the Group's own shares held.
For the purposes of calculating the diluted earnings (loss) per share, the weighted average of outstanding shares is adjusted in line with the assumption that all potential share-based payment plans and outstanding convertible bond shares with diluting effect will be converted.

DISCLOSURE

		31 December 2024	31 December 2023
		€ million	€ million
Group net profit attributable to ordinary shareholders	€ million	201.6	330.5
Weighted average of ordinary share outstanding	number	1,200,346,949	1,127,727,622
Basic earnings per share	**€**	**0.17**	**0.29**
Group net profit attributable to ordinary shareholders net of dilution	€ million	215.8	330.5
Weighted average of ordinary share outstanding	number	1,200,346,949	1,127,727,622
Dilution effect of share-based payments	number	5,816,252	11,444,341
Dilution effect of convertible bond	number	44,489,500	-
Weighted average of ordinary shares outstanding net of dilution	number	1,250,652,701	1,139,171,963
Diluted earnings per share	**€**	**0.17**	**0.29**

8. OTHER DISCLOSURES

This section details accounting policies for provisions for risks, future charges and contingent assets and liabilities, fair value information on assets and liabilities, defined benefit and contribution plans. Judgements and estimates are stated with regard to contingent assets and liabilities and provisions. Moreover, this section discloses additional information which management considers to be relevant for stakeholders.

I. PROVISIONS FOR RISKS, CHARGES AND CONTINGENT ASSETS AND LIABILITIES

ACCOUNTING POLICY

Provisions arising from legal or constructive obligations resulting from past events are reliably estimated and reviewed periodically to reflect changes in circumstances, timescales and discount rates. Revisions to estimates of provisions are booked to the same statement of profit or loss item that contains the accrual or, if the liability relates to tangible assets (i.e. dismantling and restoration), these revisions are reported as an offsetting entry to the related asset. Where the financial impact of the timing is significant, and the payment dates of the obligations can be reliably estimated, the provision is discounted to present value. The related amount over time is allocated to the statement of profit or loss. When the Group expects that all or part of the provisions will be repaid by third parties, a receivable is recorded under assets only if it is virtually certain, and the accrual and related repayment are posted to the statement of profit or loss.

Dedicated restructuring provisions are only reported if there is a restructuring obligation deriving from a formal detailed restructuring program, which has led to a reasonable expectation by interested parties that the restructuring will be carried out with an outflow of resources whose amount can be reliably estimated, either because the process has already started or because the main features of the restructuring program have already been communicated.
For detailed information on the accounting policy related to tax provisions, please refer to note 3 xiii-'Taxation'.
The Group may be involved in legal proceedings in respect of which it is not possible to make a reliable estimate of any expected settlement. Such cases are reported as contingent liabilities with a specific disclosure made available for information purposes.

The Group discloses purely contingent assets and provides information when there are material amounts that are highly likely to be realized. The Group records the relevant asset only when the original uncertainty relating to it no longer applies and it is virtually certain that the asset will be realized.

DISCLOSURE
PROVISION FOR RISKS AND CHARGES

	tax provision	restructuring provisions	agent severance fund	other	total
	€ million	€ million	€ million	€ million	€ million
at 31 December 2023	**5.5**	**6.8**	**0.8**	**28.2**	**41.4**
Perimeter effect for acquisition	3.8	-	-	-	3.8
Accruals	-	102.6	0.2	14.1	116.8
Utilizations	-	(30.4)	(0.1)	(11.8)	(42.3)
Releases	(1.4)	(2.8)	-	(0.8)	(5.0)
Reclassification	-	-	-	5.5	5.5
Exchange rate differences and other changes	0.1	-	-	(2.1)	(2.0)
at 31 December 2024	**8.0**	**76.2**	**0.9**	**33.1**	**118.2**
of which:	-	-	-	-	-
due within 12 months	7.0	70.1	-	11.1	88.3
due after 12 months	0.9	6.1	0.9	22.0	29.9

	tax provision	restructuring provisions	agent severance fund	other	total
	€ million	€ million	€ million	€ million	€ million
at 31 December 2022	**9.0**	**7.8**	**1.0**	**21.2**	**39.0**
Accruals	-	1.7	0.2	13.8	15.7
Utilizations		(0.6)	(0.3)	(5.4)	(6.3)
Releases	-	(2.1)	(0.1)	(1.4)	(3.5)
Reclassification	(0.3)		-	(0.5)	(0.7)
Exchange rate differences and other changes	(3.2)	-	-	0.5	(2.8)
at 31 December 2023	**5.5**	**6.8**	**0.8**	**28.2**	**41.4**
of which:					
due within 12 months		3.9		9.6	13.4
due after 12 months	5.5	3.0	0.8	18.6	27.9

On 29 October 2024 a restructuring program was launched, reflecting a balance of €76.2 million as of 31 December 2024. This initiative is among several strategic measures aimed at enhancing performance, alongside efforts to drive growth, improve profitability, streamline processes and contain costs. At Group level, the program is projected to achieve an improvement of 200 basis point of Selling, general and administrative expenses over the three-year period from 2025 to 2027, encompassing both personnel and non-personnel expenses. Included in the 2024 consolidated financial statements, the programme underwent a comprehensive evaluation and estimation process to ensure compliance with applicable accounting standards and accurate forecasting of expected costs which covered the full scope of the plan with partial payment made by 31 December 2024. Other provisions involved recognition by the Company and subsidiaries of liabilities for various lawsuits, including a Brazilian legal dispute totalling €9.7 million over a distribution agreement, provision for onerous contract in China (€4.7 million) and a number of customer legal claims in France and Mexico totalling €5.3 million. Moreover, the other provisions for risks and charges were utilized for a total amount of €11.8 million to offset the cost deriving from onerous contract in China accrued last year and for €3.5 million for settlement of legal cases in Brazil.
Significant effect of the passage of time over provision was deemed to be not material.

CONTINGENT LIABILITY
The information reported below concerns contingent liabilities arising from outstanding disputes, for which the provision recognition criteria have not been met on the date of this report. After having finally resolved the outstanding dispute related to ICMS (tax on the consumption of goods and services), the following dispute is still outstanding with the Brazilian tax authorities; however, the Group believes it is unlikely to lose the case, based on the information available at the date of this report. On the date of this report, a dispute amounting to BRL6.6 million (€1.0 million at the exchange rate on 31 December 2024) including the related penalties (excluding interests) corresponding to production tax (IPI) remains ongoing. The tax authorities contested the correct classification of products sold by Campari do Brasil Ltda.. Based on the assessments conducted by external legal consultants, the Group believes that the outcome of the dispute will be in favour of the Company. It is therefore deemed unnecessary at present to create a specific provision.

CONTINGENT ASSETS
In 2021, the Brazilian Supreme Court issued a final ruling on the fiscal dispute concerning the exclusion of certain PIS/COFINS taxes from the ICMS calculation base, affirming the Group's right to offset amounts paid since 2002. The related impacts were duly reflected in the Group's financial statements. In 2024, the Brazilian Federal Revenue introduced new regulations governing the calculating of credits arising from the aforementioned exclusion of PIS and COFINS from the ICMS tax base resulting in additional credits totalling BRL 14.4 million (€2.3 million as of 31 December 2024). As of 31 December 2024, in the absence of a definitive ruling from the relevant Brazilian authorities in favour of the Group, the position has been classified as contingent until it is deemed virtually certain.

II. COMMITMENTS AND RISKS

ACCOUNTING POLICY

Guarantees are disclosed at fair value determined based on the present value of the difference in cash flows between the contractual payments required under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.
For the accounting policy on financial guarantees, please refer to note 6-'Net financial debt'.

DISCLOSURE

The main commitments and risks of the Campari Group on the reporting date are divided into the following categories:

- **Contractual commitments to purchase goods or services totalled** €566.0 million (€551.4 million at 31 December 2023). These mainly included commitments for the purchase of packaging and pallets, amounting to €195.7 million (€260.0 million at 31 December 2023); the purchase of raw materials, semi-finished goods totalling €260.1 million (€156.6 million at 31 December 2023); initiatives to enhance and outsource selected Group information technology services totalling €21.6 million (€41.6 million in 2023); the purchase of advertising and promotional services and sponsorships totalling €20.3 million (€20.4 million at 31 December 2023); as well as for advisory services for €34.3 million (€36.0 million at 31 December 2023).

- Existing contractual commitments for purchasing of property, plant and equipment, and intangible assets totalling €18.3 million (€159.1 million at 31 December 2023). The decrease compared to 2023 mainly relates to tangible assets.

- **Financial guarantees.** The Group has provided financial guarantees in the context of the 50%-50% joint-venture in Dioniso Group with Moët Hennessy to create a premium pan-European Wines and Spirits e-commerce player which holds the leading e-commerce platforms for wines and premium spirits in Italy (Tannico e Wineplatform S.p.A.) and in France (Ventealapropriete.com) and is thus providing 50% of the financial support to Dioniso Group to cover the committed liability for a personnel compensation scheme. At 31 December 2024 the estimated potential cash out totalled €0.4 million (€9.0 million at 31 December 2023). The change was mainly due to the payment of the remaining liabilities connected to the put and/or call options from the business combination in the second half of the year, for which the Group provided financial support.

- **Other guarantees.** The Group has provided other forms of security in favour of third parties, totalling €677.0 million at 31 December 2024 (€627.4 million at 31 December 2023). These mainly include securities to Group companies for credit lines totalling €602.4 million (€566.3 million at 31 December 2023) and customs guarantees for excise duties totalling €61.6 million (€58.5 million at 31 December 2023).

- **Contractual commitments for the use of third-party assets not recognised using lease accounting.** The table below breaks down the amounts owed by the Group in future periods by maturity, relating to the main contractual commitments for the use of third-party assets. At 31 December 2024 they mainly related to warehouses for storing goods and maturing stock as well as information technology, vehicles and buildings. The increase compared to 2023 mainly refers to the subscription of new contracts to secure additional warehouse space for storing stocks and maturing inventories, as well as new contracts related to information technology and buildings.

	31 December	
	2024	**2023**
	€ million	**€ million**
Within 1 year	17.4	21.2
1-5 years	44.3	12.7
After 5 years	24.9	21.6
Total	**86.6**	**55.5**

III. FAIR VALUE INFORMATION ON ASSETS AND LIABILITIES

ACCOUNTING POLICY

FAIR VALUE ON FINANCIAL ASSETS AND LIABILITIES
For fair value information on financial assets and liabilities, please refer to note 6 i-'Financial instruments'.

FAIR VALUE ON BIOLOGICAL ASSETS
The Group's biological assets include grapes for champagne production, sugar cane plantations for rum production and agave for tequila/mezcal production, which are used as raw materials for the production of those spirits.

Grapevines remain classified as fixed biological assets valued at cost, net of accumulated depreciation and accumulated impairment losses. Immature vines are stated at accumulated cost. Capitalisation of costs ceases when the vines reach maturity. Depreciation commences when the grapevines are considered mature, which is when they produce their first commercially viable crop. Grapes growing on the plant are immediately classified as biological inventory since agricultural output covers a one-year period and the harvest is expected to occur in the second half of the year. Taking into account the biological and vegetative cycle, all the costs incurred in anticipation of the future harvest (service, products and other ancillary costs) are considered as inventory in current biological assets at the reporting date at a value that is in line with the fair value of the growing grapes based on available information on commodities markets.

Sugar cane plantations remain classified as fixed biological assets valued at cost, net of accumulated depreciation and accumulated impairment losses up to the harvest, which occurs from February to June. At harvest time, the agricultural output that covers a one-year period is classified as an inventory item at a value estimated based on the costs of infrastructure, land preparation and sugar cane cultivation, with reference to an active market for comparable plantation and similar output in terms of age and qualitative characteristics, if available.

Agave plantations remain classified as fixed biological assets valued at cost, net of accumulated depreciation and accumulated impairment losses. The vegetative cycle for the ripening of the agave fruit is approximately six years. During this period the agave plants have not yet matured to be used for distillation purposes but can theoretically be sold as medium-aged plants. Agave cannot be distinguished from planting and can only be harvested once. The value of the growing product is represented as biological inventory and the reported fair value is estimated on the basis of the costs of infrastructure, soil preparation and agave cultivation, in the absence of an active reference market for comparable plantations and similar productions in terms of age and qualitative characteristics.

The following biological assets are not measured at fair value and consequently are not represented in this disclosure section:

- grapevines and agave plantations which remain classified as fixed biological assets valued at cost, net of accumulated depreciation and accumulated impairment losses;
- sugar cane plantations remain classified as fixed biological assets valued at cost, net of accumulated depreciation and accumulated impairment losses, up to the annual harvest.

Fair value measurement of current biological assets in inventory (agricultural produce: agave, grapes and sugar) is determined based on the sale price net of estimated sales costs, if available, or having as the main reference the total production costs in case the agricultural product is so peculiar that there is an absence of any active reference market for comparable plantation and similar output in terms of age and qualitative characteristics.

DISCLOSURE

A summary of the financial and non-financial assets and liabilities measured at fair value is shown below. As complementary information, the fair value of the financial items measured at amortised costs based on the applicable business model is also included.

	at 31 December	
	2024	2023
	€ million	€ million
A) Items reported at fair value	**50.1**	**194.9**
of which assets	***114.9***	***36.9***
Current assets for hedging derivatives	*1.0*	*1.6*
Current assets for hedge derivatives, not in hedge accounting	*0.4*	*1.0*
Non-current assets for hedging derivatives	*2.4*	*2.9*
Other non-current assets (non-financial item)	*89.8*	*16.3*
Biological asset inventory (non-financial item)	*21.3*	*15.1*
of which liability	***172.8***	***232.2***
Current liabilities for hedging derivatives	6.0	0.1
Non-current liabilities for hedging derivatives	0.3	-
Current liabilities for hedge derivatives, not in hedge accounting	1.5	0.2
Liabilities for put option and earn-out payments	164.9	231.8
B) Financial liabilities reported at amortised cost method but for which fair value information is provided	**2,794.6**	**2,192.9**
of which liability	***2,794.6***	***2,192.9***
Loans due to banks	*1,215.7*	*1,072.3*
Bonds issued in 2017	-	*149.0*
Bonds issued in 2019	-	*148.5*
Bonds issued in 2020	*517.0*	*504.4*
Bonds issued in 2023	*319.6*	*318.7*
Bonds issued in 2024	*742.3*	-

There were no changes in the Group's valuation processes, techniques and types of inputs used in the fair value measurements during the period regarding the fair value of a) financial and b) non-financial instruments. The valuation date for all items is 31 December 2024.

FINANCIAL INSTRUMENTS

FAIR VALUE OF FINANCIAL INSTRUMENTS

- For financial assets and liabilities that are liquid or nearing maturity, it is assumed that the carrying amount equates to fair value; this assumption also applies to term deposits, securities that can be readily converted to cash, and variable-rate financial instruments;
- for the measurement of hedging instruments at fair value, the Group used valuation models based on market parameters;
- the fair value of non-current financial payables was obtained by discounting all future cash flows to present value under the conditions in effect at the end of the year.

Derivatives, valued using techniques based on market data, are mainly interest-rate swaps and forward sales/purchases of foreign currencies to hedge both the fair value of the underlying instruments and cash flows.

The most commonly applied measurement methods include forward pricing and swap models, which use present value calculations. The models incorporate various inputs, including the non-performance risk rating of the counterparty, market volatility, spot and forward exchange rates and current and forward interest rates.
An analysis of financial instruments measured at fair value based on three different valuation levels is provided in the table below.

- Level 1: valuation for the financial assets in question was calculated using a methodology based on the NAV, which was obtained from specialised external sources;
- level 2: valuation used for financial instruments measured at fair value was based on parameters such as exchange rates and interest rates, which are quoted on active markets or are observable on official yield curves;
- level 3: valuation used for financial liabilities deriving from or connected to business combinations, where a portion of the consideration was determined as a condition subordinated to the company's performance acquired, based on contractually agreed indicators.

at 31 December 2024	level 1	level 2	level 3
	€ million	€ million	€ million
Assets reported at fair value			
Current assets for hedging derivatives		1.0	
Current assets for hedge derivatives, not in hedge accounting		0.4	
Non-current assets for hedging derivatives		2.4	
Other non-current assets			89.8
Biological asset inventory			21.3
Liabilities reported at fair value			
Current liabilities for hedging derivatives		6.0	
Non-current liabilities for hedging derivatives		0.3	
Current liabilities for hedge derivatives, not in hedge accounting		1.5	
Liabilities for put option and earn-out payments			164.9
Financial liabilities at fair value			
Loans due to banks		1,215.7	
Bonds issued in 2020		517.0	
Bonds issued in 2023		319.6	
Bonds issued in 2024		742.3	

at 31 December 2023	level 1	level 2	level 3
	€ million	€ million	€ million
Assets reported at fair value			
Current assets for hedging derivatives	-	1.6	-
Current assets for hedge derivatives, not in hedge accounting	-	1.0	-
Non-current assets for hedging derivatives	-	2.9	-
Other non-current assets	-	-	16.3
Biological asset inventory	-	-	15.1
Liabilities reported at fair value			
Current liabilities for hedging derivatives	-	0.1	-
Current liabilities for hedge derivatives, not in hedge accounting	-	0.2	-
Liabilities for put option and earn-out payments	-	-	231.8
Financial liabilities at fair value			
Loans due to banks	-	1,072.3	-
Bonds issued in 2017	-	149.0	-
Bonds issued in 2019	-	148.5	-
Bonds issued in 2020	-	504.4	-
Bonds issued in 2023	-	318.7	-

The following tables show the valuation techniques used in measuring level 2 and level 3 fair values at 31 December 2024 for financial instruments measured at fair value in the statement of financial position, and the significant unobservable inputs used.

type	valuation technique	significant unobservable inputs	inter-relationship between significant unobservable inputs and fair value measurement
Forward and option exchange contracts	The fair value is determined using quoted forward exchange rates at the reporting date based on high credit quality yield curves in the respective currencies. The models incorporate various inputs, including the counterparty's credit rating, market volatility, spot and forward exchange rates and current and forward interest rates.	Not applicable.	Not applicable.
Interest rate swaps	The fair value of interest rate swaps agreements is calculated as the present value of the estimated future cash flows. Estimates of future floating-rate cash flows are based on quoted swap rates, futures prices and interbank borrowing rates. Estimated cash flows are discounted using a yield curve constructed from similar sources reflecting the applicable benchmark interbank rate used by market participants when pricing interest rate swaps. The fair value estimate is subject to a credit risk adjustment that reflects the credit risk of the Group and the counterparty; this is calculated based on credit spreads derived from current credit default swap or bond prices.	Not applicable.	Not applicable.
Contingent consideration and put or put/call agreements connected with business combination	The valuation model considers the present value of expected payments, discounted using a risk-adjusted discount rate.	Wilderness Trail Distillery option • expected contractually target business performances measured over a period of 9 years from the acquisition date; • risk-adjusted discount rate: 3.9%.	The estimated fair value would increase (decrease) if: • the expected contractually target business performances, was higher (lower); or the risk-adjusted discount rate was lower (higher) with related impact in financial liabilities affecting the expected cash out value and Campari Group net equity.
Variable payments in form of earn-out agreements	The valuation model considers the present value of expected payments.	CT Spirits Japan variable earn-out • expected contractually target business performances measured over a period of 3 years from the acquisition date; • risk-adjusted discount rate 3.5%. Courvoisier earn-out • company performance contractually envisaged with targets based on sales performances (in USD) in 2028; • risk adjusted discount rate 5.8%.	The estimated fair value would increase (decrease) if: • the expected contractually target business performances, was higher (lower) with related impact in financial liabilities affecting the expected cash out value and the statement of profit or loss.
Derivatives resulting from put/call agreement connected with equity investment and joint-venture	The valuation model considers the present value of expected payments, discounted using a risk-adjusted discount rate.	Spiritus Co Ltd. • expected contractually target business performances measured over a period of 3 years from the acquisition date; • risk-adjusted discount rate 3.5%.	The estimated fair value would increase (decrease) if: • the expected contractually target business performances, was higher (lower); or • the risk-adjusted discount rate was lower (higher) with related impact in financial liabilities affecting the expected cash out value and Campari Group net equity.

There were no transfers between fair value measurement levels during the period.

The following table shows a reconciliation from the opening balance to the closing balance of the periods for level 3 fair values.

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€ million	other non-current assets	liabilities for contingent considerations, put option and earn-out and derivatives over equity investments and joint-ventures
level 3 fair values at 31 December 2023	**16.3**	**231.8**
• change in fair value included in profit or loss	(1.1)	(0.3)
• disposal	(23.7)	(125.1)
• additions	95.9	50.7
• exchange rate effect and other movements	2.3	7.8
level 3 fair values at 31 December 2024	**89.8**	**164.9**

€ million	other non-current assets	liabilities for contingent considerations, put option and earn-out and derivatives over equity investments and joint-ventures
level 3 fair values at 31 December 2022	**18.8**	**236.3**
• change in fair value included in profit or loss	(1.7)	(1.4)
• change in fair value included in Group net equity	-	8.5
• additions	0.1	0.5
• exchange rate effect and other movements	(0.9)	(8.8)
level 3 fair values at 31 December 2023	**16.3**	**231.8**

For the level 3 fair value items, reasonably possible changes at the reporting date to one of the significant unobservable inputs, holding other inputs constant, would have been the following effects. The baseline is the contingent consideration recorded as put option liability in the Consolidated Financial statements at 31 December.

at 31 December 2024	**profit or loss**	**group net equity**
€ million	**(+) increase/(-) decrease**	**(+) increase/(-) decrease**
liabilities for contingent considerations, put option and earn-out		
risk adjusted discount rate +/-1% (+/-100 basis points)	1.8/-1.9	6.9/-7.5
expected contractually target business performances +/-10% (+/-1000 basis points)	-5.0/+5.0	-11.5/+11.5

at 31 December 2023	**profit or loss**	**group net equity**
€ million	**(+) increase/(-) decrease**	**(+) increase/(-) decrease**
liabilities for contingent considerations, put option and earn-out		
risk adjusted discount rate +/-1% (+/-100 basis points)	0.1/-0.1	10.5/-11.3
expected contractually target business performances +/-10% (+/-1000 basis points)	-0.1/0.1	-17.8/+17.8

In light of the negligible amount of derivatives over equity investments and joint-ventures classified as level 3 fair value items, no sensitivity was detected as any reasonably possible changes at the balance sheet date of one of the significant unobservable inputs, keeping the other variables constant, would not have generated material effects either on the statement of profit or loss or on the group net equity.

FINANCIAL DERIVATIVES

A summary of financial derivatives implemented by the Group at 31 December 2024, broken down by hedging strategy, is shown below.

DERIVATIVES USED FOR FAIR VALUE HEDGING
At 31 December 2024, certain Group subsidiaries have contracts for hedging payables and receivables in foreign currency in place that meet the requirements to be defined as fair value hedging instruments. These contracts were negotiated to match maturities with incoming and outgoing cash flows resulting from sales and purchases in individual currencies. At the reporting date the valuation of these contracts gave rise to the reporting of assets of €0.9 million and liabilities of €4.2 million (€1.1 million of assets and €0.1 million of liabilities in 2023).
Gains and losses on the hedged and hedging instruments used in all the Group's fair value hedges, corresponding to the contracts mentioned above, are summarised below.

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	for the year ended 31 December	
	2024	**2023**
	€ million	**€ million**
Gains on hedging instruments	1.3	0.9
Losses on hedging instruments	(0.3)	(0.1)
Total gains (losses) on hedging instruments	**1.0**	**0.8**
Gains on hedged items	3.7	0.2
Losses on hedged items	(1.3)	(2.0)
Total gains (losses) on hedged items	**2.5**	**(1.8)**

DERIVATIVES USED FOR CASH FLOW HEDGING

The Group uses the following contracts to hedge its cash flows:

i) interest-rate swaps hedging the risk of interest rate fluctuations on future transactions relating to the stipulation of financial loans;
ii) hedging of future sales and purchases in currencies other than the € and interest rates on future transactions.

The fair value variation of the hedging instruments during the year generated a negative impact in other comprehensive income of €2.9 million and €0.8 million in profit or loss related to the reversal of cash flow reserve associated with the pre-hedge derivative (compared with negative impact of €19.7 million and €3.9 million respectively in 2023).

At the reporting date, the valuation of these contracts gave rise to the reporting of assets of €2.5 million and €2.1 million of liabilities (€2.9 million of assets and negligible liabilities in 2023).

The table below shows when the aforementioned hedged cash flows are expected to be received (paid), at 31 December 2024. These cash flows concern both interest and currency derivatives and have not been discounted. Since the Group does not distinguish the outflow for positive and negative fair values of derivative contracts, the below cash outflows are presented net.

for the year ended 31 December 2024	within one year	1-5 years	total
	€ million	€ million	€ million
Cash outflows (A)	(1.8)	(3.4)	(5.2)
Cash inflows (B)	0.5	10.2	10.7
Net cash flows (A+B)	**(1.3)**	**6.8**	**5.5**

for the year ended 31 December 2023	within one year	1-5 years	total
	€ million	€ million	€ million
Cash inflows	0.5	11.7	12.3
Net cash flows	**0.5**	**11.7**	**12.2**

The overall changes in the cash flow hedge reserve and the associated deferred taxes are shown below.

	gross amount	tax effect	net amount
	€ million	€ million	€ million
at 31 December 2023	12.3	(2.9)	9.3
profit or loss impact	(0.8)	0.2	(0.6)
net equity impact	(2.9)	0.8	(2.1)
at 31 December 2024	**8.6**	**(2.0)**	**6.6**

	gross amount	tax effect	net amount
	€ million	€ million	€ million
at 31 December 2022	35.9	(8.6)	27.3
profit or loss impact	(6.1)	1.5	(4.7)
net equity impact	(17.5)	4.2	(13.3)
at 31 December 2023	12.3	(2.9)	9.3

HEDGING DERIVATIVES NOT REPORTED USING HEDGE ACCOUNTING

These instruments are mainly related to hedges of future purchases in currencies other than the €. At 31 December 2024, financial assets of €0.4 million and financial liabilities of €1.5 million were recognised (at 31 December 2023 financial assets of €1.0 million and financial liabilities of €0.2 million, respectively).

b) NON-FINANCIAL INSTRUMENTS

Fair value of non-financial instruments:

The table below details the hierarchy of non-financial instruments measured at fair value, based on the valuation methods used:

- level 1: the valuation methods use prices quoted on an active market for the assets and liabilities subject to valuation;
- level 2: the valuation methods take into account inputs other than the quoted market prices in level 1, but only those that are observable on the market, either directly or indirectly;
- level 3: the methods used take into account inputs that are not based on observable market data.

31 December 2024	level 1	level 2	level 3
	€ million	€ million	€ million
Assets valued at fair value			
Third-party investment		-	89.8
Biological assets in inventory		-	21.3

31 December 2023	level 1	level 2	level 3
	€ million	€ million	€ million
Assets valued at fair value			
Third-party investment	-	-	16.3
Biological assets in inventory	-	-	15.1

The following tables show the valuation techniques used in measuring level 2 and level 3 fair values at 31 December 2024 for non-financial instruments measured at fair value in the statement of financial position, and the significant unobservable inputs used.

type	valuation technique	significant unobservable inputs	inter-relationship between significant unobservable inputs and fair value measurement
biological assets (inventory)	The fair value of agricultural products grown on the plant is determined by considering the market value of similar commodities and the biological/vegetative cycle which is based on all costs incurred in anticipation of the future harvest (service, products and other ancillary costs).	• actual cost of cultivation and preparation of the land and the plant per hectare; • estimated yields per hectare; • estimated market price for similar commodities	The estimated fair value would increase (decrease) if: • the estimated cost of cultivation and preparation of the land and plantation was higher (lower); or • the estimated yield per hectare was higher (lower)
third-party investments	The valuation model considers investments in companies that are strategic investments for the Group for which the election has been to recognise changes in the related fair values through profit or loss. The fair value is defined based on the performance result of the companies based on the last Financial Statements available.	• business performance	The estimated fair value would increase (decrease) if the business performances, was higher (lower).

All the biological products (agave, sugar cane and grapes) are classified as current inventory in consideration of their annual vegetative growing process, apart from agave which is classified as inventory even during the 6-year growing period in consideration of the vegetative characteristics of the product. The amount disclosed in the consolidated accounts at 31 December 2023 for sugar cane and grapes, was used in the production process during the year 2023 and the value reported in the Group statement of financial position at 31 December 2024 represented the new value of agricultural products that are growing on the plants.

The following table shows a reconciliation from the opening and the closing balance for level 3 fair values as of 31 December 2024 and 2023 for biological assets in inventory and third-party investments, respectively.

In 2024, the change in fair value indicated referred to the harvests of agave and sugar cane carried out during the year.

€ million	biological assets in inventory[1]
at 31 December 2023	**15.1**
harvest and reclassification to raw materials	(0.6)
accretion	9.3
change in fair value included in profit or loss (cost of goods sold)	0.1
exchange rate differences	(2.6)
at 31 December 2024	**21.3**

(1) Please refer to note 5 iii-'Inventories and biological assets'.

€ million	biological assets in inventory
at 31 December 2022	**7.1**
harvest and reclassification to raw materials	(1.2)
accretion	7.2
change in fair value included in profit or loss (cost of goods sold)	1.0
exchange rate differences	0.9
at 31 December 2023	**15.1**

In light of the negligible amount of biological assets in inventory classified as level 3 fair value items, no material sensitivity effect was detected as any reasonably possible changes at the balance sheet date of one of the significant unobservable inputs, keeping the other variables constant, would not have generated material effects either on the statement of profit or loss or on the inventory item.

€ million	third-party investments
at 31 December 2023	**16.3**
investments	96.9
revaluation/devaluation	(24.7)
perimeter effect	0.1
exchange rate differences	1.3
at 31 December 2024	**89.8**

€ million	third-party investments
at 31 December 2022	**18.8**
investments	-
revaluation/devaluation	(1.7)
perimeter effect	-
exchange rate differences and other movements	(0.8)
at 31 December 2023	**16.3**

Due to the fact that the major value related to third-party investments classified as level 3 fair value items is related to the recently acquired minority stake in Capevin Holdings Proprietary Ltd., the value recorded in the financial statements is aligned with its fair value. No material sensitivity effect was detected, as any reasonablypossible changes at the balance sheet date of one of the significant unobservable inputs, keeping the other variables constant, would not have generated material effects either on the statement of profit or loss or on the statement of financial position.

IV. DEFINED BENEFIT AND CONTRIBUTION PLANS

ACCOUNTING POLICY

POST-EMPLOYMENT BENEFITS

Group companies provide post-employment benefits to staff, both directly and by contributing to external funds.

The procedures for providing these benefits vary depending on the legal, fiscal and economic conditions in each country in which the Group operates.

DEFINED BENEFIT PLANS

The Group's obligations and the annual cost reported in the statement of profit or loss are determined by independent actuaries using the projected unit credit method.

The costs associated with an increase in the present value of the obligation, as the time for payment of the benefits draws nearer, are included under financial expenses, while the service costs are posted under the reporting line of cost of sales and selling, general and administrative expenses.

DEFINED CONTRIBUTION PLANS

Based on legal or contractual obligations, or on a voluntary basis, the Group fulfils post-employment employees obligations by paying contributions to a separate entity (publicly or privately administered pension funds), without making any actuarial calculation. At the end of the financial year, any liabilities for contributions to be paid are included in 'Other current liabilities', while the cost for the period is recognised under the reporting line of cost of sales and selling, general and administrative expenses.

DISCLOSURE

Regarding the Group's Italian subsidiaries, the defined benefit plans consist of the employee indemnity liability ('TFR'), to which its employees are entitled by law. Following the reform of the supplementary pension scheme in 2007, for companies employing at least 50 people, TFR contributions accrued up to 31 December 2006 are considered to be 'defined benefit plans', while contributions accruing from 1 January 2007, which have been allocated to a fund held at the INPS (Italian social security agency) or to supplementary pension funds, are considered to be 'defined contribution plans'. The portion of the TFR considered as a defined benefit plan consists of an unfunded plan that does not, therefore, hold any dedicated assets. The other unfunded defined benefit plans relate to Campari France Distribution SAS, Courvoisier SAS and Jubert SAS. Campari Deutschland GmbH and Campari Schweiz A.G. have some funded defined benefit plans in place for employees and/or former employees. These plans have dedicated assets.
The liability for medical insurance in place at 31 December 2024 relates to J. Wray and Nephew Ltd. and offers access to health care provided that employees stay with the company until pensionable age and have completed a minimum period of service. The cost of these benefits is spread over the employee's service period using a calculation methodology similar to that used for defined benefit plans.
The table below summarises the changes in the present value of defined benefit obligations, and the fair values of the assets relating to the plan in 2024 and 2023.

€ million	liabilities	assets
Liabilities (assets) at 31 December 2023	**31.3**	**(4.9)**
Amounts included in profit or loss:		
• current service costs(1)	0.9	-
• net interest	1.0	(0.1)
Total	**1.9**	**(0.1)**
Amounts included in the statement of other comprehensive income:		
• gain (losses) resulting from changes in actuarial assumptions	1.0	-
• changes to plan assets (excluding components already considered in net interest payable)	-	-
Total	**1.0**	**-**
Other changes:		
• benefits paid	-	0.7
business combination(2)	3.4	-
• contribution to the plan by other members	0.2	(0.6)
• contributions to the plan by employees	0.2	(0.2)
• benefits transferred	(1.7)	-
• other changes	0.1	-
Total	**2.1**	**(0.1)**
Liabilities (assets) at 31 December 2024(3)	**36.3**	**(5.0)**

(1) Of which €0.7 million related to defined benefit plans and €0.2 million related to other liabilities.
(2) Of which €3.1 million of business combination and €0.3 million of movement of the year.
(3) Of which €25.9 million included under Defined benefit plans (note 8 iv); of which €5.4 million included under Other non-current liabilities (note 6 v-'Non-current financial debt' of this Campari Group Consolidated Financial statements).

€ million	liabilities	assets
Liabilities (assets) at 31 December 2022	**31.9**	**(4.4)**
Amounts included in profit or loss:		
• current service costs	2.6	-
• past service costs	(0.9)	-
• net interest	0.9	(0.1)
Total	**2.5**	**(0.1)**
Amounts included in the statement of other comprehensive income:		
• gain (losses) resulting from changes in actuarial assumptions	(0.5)	0.1
• exchange rate differences	-	(0.1)
Total	**(0.5)**	**(0.1)**
Other changes:		
• benefits paid	(1.2)	0.5
• contribution to the plan by other members	0.2	(0.6)
• contributions to the plan by employees	(0.3)	(0.2)
• benefits transferred	(1.4)	-
Total	**(2.6)**	**(0.3)**
Liabilities (assets) at 31 December 2023(1)	**31.3**	**(4.9)**

(1) Of which €22.6 million included under Defined benefit plans (note 8 iv); of which €3.9 million included under Other non-current liabilities (note 6 v-'Non-current financial debt' of this Campari Group Consolidated Financial statements).

The table below shows the total changes in obligations for defined benefit plans financed using assets that serve the plan (funded obligations) and the liabilities relating to long-term unfunded benefits. It also includes benefits categorized as 'other liabilities' linked to medical cover provided by J. Wray and Nephew Ltd. to its current and/or former employees, and the long-term benefits of the Group's Italian companies ('TFR').

Current value of obligations	unfunded obligations		funded obligations		
€ million	pension plans	other liabilities	gross value of pension plans	fair value of assets	net values
Liabilities (assets) at 31 December 2023	**21.8**	**3.9**	**5.7**	**(4.9)**	**0.8**
Amounts included in profit or loss:					
• current service costs	0.3	0.2	0.3	-	0.3
• past service costs	-	-	-	-	-
• net interest	0.8	-	0.1	(0.1)	-
Total	**1.2**	**0.2**	**0.5**	**(0.1)**	**0.3**
Amounts included in the statement of other comprehensive income:					
• gain (losses) resulting from changes in actuarial assumptions	0.3	-	0.7	-	0.7
• changes to plan assets (excluding components already considered in net interest payable)	-	-	-	-	-
• exchange rate differences	-	0.1	-	-	-
Total	**0.3**	**-**	**0.6**	**-**	**0.7**
Other changes:					
• benefits paid	(0.3)	1.0	(0.7)	0.7	-
• business combination	3.4	-	-	-	-
• contribution to the plan by other members	-	-	0.2	(0.6)	(0.4)
• contributions to the plan by employees	(0.2)	0.2	0.2	(0.2)	-
• benefits transferred	(1.7)	-	-	-	-
• other changes	0.1	-	-	-	-
Total	**1.2**	**1.2**	**(0.3)**	**(0.1)**	**(0.5)**
Liabilities (assets) at 31 December 2024(1)	**24.5**	**5.4**	**6.4**	**(5.0)**	**1.4**

(1) Of which €25.9 million included under Defined benefit plans (note 8 iv); of which €5.4 million included under Other non-current liabilities (note 6 v-'Non-current financial debt' of this Campari Group Consolidated Financial statements).

Current value of obligations	unfunded obligations		funded obligations		
€ million	pension plans	other liabilities	gross value of pension plans	fair value of assets	net values
Liabilities (assets) at 31 December 2022	**23.6**	**3.5**	**4.8**	**(4.4)**	**0.4**
Amounts included in profit or loss:					
• current service costs	1.9	0.4	0.2	-	0.2
• past service costs	(0.9)	-	-	-	-
• net interest	0.7	-	0.1	(0.1)	-
Total	**1.8**	**0.4**	**0.3**	**(0.1)**	**0.2**
Amounts included in the statement of other comprehensive income:					
• gain (losses) resulting from changes in actuarial assumptions	(1.4)	0.4	0.4	0.1	0.5
• exchange rate differences		(0.2)	0.2	(0.1)	0.1
Total	**(1.4)**	**0.2**	**0.6**	**(0.1)**	**0.6**
Other changes:					
• benefits paid	(0.4)	(0.3)	(0.5)	0.5	-
• contribution to the plan by other members	-	-	0.2	(0.6)	(0.3)
• contributions to the plan by employees	(0.4)	-	0.2	(0.2)	-
• benefits transferred	(1.4)	-	-	-	-
Total	**(2.2)**	**(0.3)**	**(0.1)**	**(0.3)**	**(0.4)**
Liabilities (assets) at 31 December 2023(1)	**21.8**	**3.9**	**5.7**	**(4.9)**	**0.8**

(1) Of which €22.6 million included under Defined benefit plans (note 8 iv); of which €3.9 million included under Other non-current liabilities (note 6 v-'Non-current financial debt' of this Campari Group Consolidated Financial statements).

The cost of work provided is classified under personnel costs, financial liabilities on obligations are classified under financial liabilities, and the effects of the recalculation of actuarial impacts are recognised in the other items of the statement of other comprehensive income. The table below provides a breakdown of the values of assets that service the pension plans.

	at 31 December	
	2024	2023
• equity investments	3.0	-
• insurance policies	2.1	4.9
Fair value of plan assets	**5.0**	**4.9**

Obligations related to the plans indicated above are calculated on the basis of the following assumptions.

31 December	2024	2023	2024	2023	2024	2023
		unfunded pension plans		funded pension plans		other plans
Discount rate	3.00% - 3.40%	3.75% - 4.07%	1.05%-1.90%	1.83%-1.90%	8.50%-9.00%	13.00%
Future salary increases	2.00% - 3.42%	2.00% - 4.00%	1.40%-2.40%	1.40%-2.40%	-	-
Future pension increases	-	-	1.05%-2.00%	1.20%-2.00%	-	-
Growth rate of healthcare costs	-	-	-	-	7.50%-8.00%	7.00%
Expected return on assets	-	-	-	1.90%	-	-
Staff turnover rate	0.00% - 37.00%	0.00% - 40.41%	-	-	-	-
Forecast inflation rate	2.00% - 2.50%	1.65% - 3.00%	1.00%	1.20%	6.00%	5.50%

The rates relating to the costs of future medical costs are not included in the assumptions used in determining the above-defined benefit obligations. Thus, any changes in these rates would not have any effect.

A quantitative sensitivity analysis of the significant assumptions used at 31 December 2024 is provided below. Specifically, it shows the effects on the final net obligation arising from a positive or negative percentage change in the key assumptions used.

	unfunded pension plans			funded pension plans			other plans		
	change in the assumptions	**impact of positive change**	**impact of negative change**	**change in the assumptions**	**impact of positive change**	**impact of negative change**	**change in the assumptions**	**impact of positive change**	**impact of negative change**
2024									
Discount rate	+\- 0.25%-0.5%	-4.80%/-0.78%	0.90%/5.20%	+/- 0.5%	-6.53%/-8.40%	7.38%/9.90%	+/- 1.0%	-4.35%/-7.75%	8.98%/4.35%
Future salary increases	+\- 0.5%	0.47%/1.30%	-0.44%/-1.20%	+/- 0.5%	1.70%	-1.60%	-	-	-
Future pension increases	-	-	-	+/-0.50%	3.45%	-3.28%	-	-	-
Staff turnover rate	+\- 0.5%	0.05%/0.50%	-0.05%/-0.50%	-	-	-	-	-	-
2023									
Discount rate	+\- 0.5%	-3.03%/-0.78%	0.80%/3.25%	+/- 0.25% +/- 0.5% +/-1.00%	-7.9%/-1.75%	1.77%/9.20%	+/- 1.0%	-6.70%/-4.80%/-3.30%	3.30%/4.80%/5.90%
Future salary increases	-	-	-	+/- 0.25% +/- 0.5% +/-1.00%	1.30%/3.43%	-1.20%/-3.25%	-	-	-
Future pension increases	-	-	-	-	-	-	-	-	-
Forecast inflation rate	-	-		-	-	-	-	-	-
Staff turnover rate	+\- 0.5%	-0.15%/-0.04%	0.05%/0.08%	-		-	-		-
Growth rate of healthcare costs	-	-	-	-	-	-	-	-	-

The sensitivity analysis shown above is based on a method involving the extrapolation of the impact on the net obligation for defined benefit plans of reasonable changes to the key assumptions made at the end of the financial year. The methodology and the assumptions made in preparing the sensitivity analysis remain unchanged from the previous year.
Given that pension liabilities have been adjusted based on the consumer price index, the pension plan is exposed to the various countries' inflation rates, to interest rate risks, and to changes in the future salary and pension increases. Given that the assets servicing the plans mainly relate to investments in bonds, the Group is also exposed to market risk in the related sectors. Overall, considering the contained exposure to funded pension plans leveraging on plan assets, the financial volatility of markets is not generating material disruption or criticality.

The following payments are the expected contributions made in future years to provide for the obligations of the defined benefit plans.

€ million	at 31 December 2024	unfunded pension plans	funded pension plans	other plans
Within 12 months	14.5	13.8	0.5	0.2
From 2 to 5 years	5.9	3.2	2.0	0.7
More than 5 years[1]	9.4	4.8	3.3	1.3
Total	**29.8**	**21.8**	**5.7**	**2.3**
Average plan duration (years)	**13**	**13**	**13**	**15**

(1) Italian and Swiss companies have expected future contributions calculated up to 10 years.

€ million	at 31 December 2023	unfunded pension plans	funded pension plans	other plans
Within 12 months	14.9	14.3	0.4	0.2
From 2 to 5 years	5.3	2.8	1.8	0.7
More than 5 years	8.4	4.0	3.1	1.3
Total	**28.6**	**21.1**	**5.4**	**2.2**
Average plan duration (years)	**12**	**9**	**12**	**14**

V. RELATED PARTIES

DISCLOSURE

At 31 December 2024, Davide Campari-Milano N.V. was controlled by the Italian Branch of Lagfin S.C.A., Société en Commandite par Actions. Davide Campari-Milano N.V. and its Italian subsidiaries have adopted the national tax consolidation scheme governed by articles 117 et seq of the Consolidated Law on Corporate Income Tax ('TUIR') for 2024 to 2026 and the individual Italian companies' income tax receivables and payables were recorded from or to, respectively,the Italian Branch of Lagfin S.C.A., Société en Commandite par Actions. Furthermore, Lagfin S.C.A., Société en Commandite par Actions, Davide Campari-Milano N.V. and some of its Italian subsidiaries, have joined the Group wide VAT scheme pursuant to article 73, para. 3, of Presidential Decree ('DPR') 633/72. All tax receivables and payables are non-interest-bearing.

The tables below indicate the amounts for the various categories of transactions with related parties.

31 December 2024	receivables for tax consolidation	receivables (payables) for Group VAT	other non-current tax receivables (payables)	other financial (liabilities)[1]
	€ million	€ million	€ million	€ million
Lagfin S.C.A., Société en Commandite par Actions	5.7	(2.5)	0.1	(1.0)
Total	**5.7**	**(2.5)**	**0.1**	**(1.0)**
% on the related financial statements item	**15.1%**	**2.0%**	**0.1%**	**1.7%**

(1) A related right-of-use asset with an amount of €1.0 million was recorded (please refer to the note 4 i-'Property, plant and equipment, right-of-use assets and biological assets).

31 December 2023	receivables for tax consolidation	payables for tax consolidation	receivables (payables) for Group VAT	other non-current tax receivables	other financial liabilities
	€ million	€ million	€ million	€ million	€ million
Lagfin S.C.A., Société en Commandite par Actions	20.0	(9.2)	(3.2)	0.1	(1.2)
Total	**20.0**	**(9.2)**	**(3.2)**	**0.1**	**(1.2)**
% on the related financial statements item	**43.5%**	**41.4%**	**3.6%**	**0.5%**	**2.1%**

	selling, general and administrative expenses
2024[1]	**€ million**
Lagfin S.C.A., Société en Commandite par Actions	(0.1)
Total	**(0.1)**
%	-

(1) The financial interest component related to the other financial (liabilities) was negligible, depreciation and amortisation referring to the right-of-use asset not represented in this related parties section amounted to €0.2 million and presented as selling, general and administrative expenses.

	selling, general and administrative expenses
2023	**€ million**
Lagfin S.C.A., Société en Commandite par Actions	(0.1)
Total	**(0.1)**
%	-

VI. REMUNERATION TO THE PARENT COMPANY'S BOARD OF DIRECTORS

DISCLOSURE

The remuneration to the Parent Company's Board of Directors included in selling, general and administrative expenses was as follows.

On the date of this report, a payable to directors of €3.7 million was recognised in the Group's accounts (at 31 December 2023 amounted to €33.8 million).

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Short-term fixed and variable remuneration	6.0	7.9
Termination benefits	3.2	-
Long-term and share - based remuneration(1)	2.8	3.0
Last mile long-term retention scheme(2)	2.5	10.0
Total	**14.5**	**20.9**

(1) The value shown above also includes the liability relating to the cancellation of plans granted to outgoing directors.
(2) Pursuant to the Remuneration Policy, in 2024 a shared-based last mile incentive scheme with retention purpose to be potentially awarded to the current CFOO has been approved by the Parent Company's corporate bodies and therefore implemented as illustrated in the Remuneration report in the 'Governance' section.

VII. EMPLOYEES

DISCLOSURE

The tables below indicate the average number of employees at the Group, broken down by business segment, category and region.

Business segment	**2024**	**2023**
Production	2,137	2,023
Sales and distribution	2,055	1,885
General	922	856
Total	**5,114**	**4,764**
Category	**2024**	**2023**
Managers	839	783
Office staff	3,168	2,869
Manual workers	1,107	1,112
Total	**5,114**	**4,764**
Region	**2024**	**2023**
Italy	1,194	1,147
Abroad	3,920	3,617
Total	**5,114**	**4,764**

At 31 December 2024, the average number of employees was 5,114 (employees 5,254 at 31 December 2024), of which 1,194 were based in Italy and 3,920 around the world. No Group employees are based in the Netherlands.

9. SUBSEQUENT EVENTS

I. GROUP CORPORATE ACTIONS

CAMPARI GROUP NEW OPERATING MODEL

As mentioned also in the 'Campari Group's identity and business overview' section of the Management Board Report, a new business model will be launched in 2025 revolving around the interaction between the existing regional business units and four newly created category divisions: House of Aperitifs, House of Whisk(e)y and Rum, House of Agave, and House of Cognac&Champagne. Consequently, related disclosures over Net Sales will be subject to a review.
Following the implementation of the new House of Brands business model starting from 1 January 2025, the classification of certain cost items between 'Selling, general and administrative expenses' and 'Cost of sales' will be reviewed. In particular, some expenses, primarily related to Supply Chain functions that have progressively evolved into administrative and coordination roles, that were historically classified as Cost of sales, will be presented under Selling, general and administrative expenses. This change reflects the transition of these functions away from direct operational activities to supporting roles, in line with the Group's strategic evolution to the new House of Brand business model. The new classification aims to provide a clearer and more accurate representation of the nature and purpose of these expenses within the financial statements. To ensure consistency and comparability, comparative data for the full year 2024 represented in the statement of profit or loss, along with the related disclosures for Selling, general and administrative expenses and Cost of sales, will be restated accordingly to reflect this revised presentation.

It is noted that the changes in representation do not imply changes in the disclosures provided in the consolidated financial statements at 31 December 2024, which remain fully comprehensive and complete.

The table below showed the net sales and statement of profit or loss originally published in the consolidated financial statements at 31 December 2024, alongside the corresponding figures following the above-mentioned reclassifications.

for the year ended 31 December 2024	published	House of Aperitifs	House of Whiskeys &Rum	House of Agave	House of Cognac &Champagne	local brands	reclassification	total - after reclassification
	€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million
global priority brands	**2,050.2**							
Aperol	740.9	740.9	-	-	-	-	-	-
Campari	337.4	337.4	-	-	-	-	-	-
Espolòn	264.6	-	-	264.6	-	-	-	-
Wild Turkey portfolio	215.7	-	215.7	-	-	-	-	-
Jamaican rums portfolio	147.1	-	147.1	-	-	-	-	-
Grand Marnier	144.7	-	-	-	144.7	-	-	-
SKYY	127.3	-	-	-	-	127.3	-	-
Courvoisier	72.5	-	-	-	72.5	-	-	-
regional priority brands	**563.7**							
Sparkling Wines, Champagne&Vermouth	176.4	-	-	-	10.5	165.9	-	-
Other specialities	278.0	87.3	-	28.8	8.4	153.4	-	-
Other Whisk(e)y	45.2	-	25.9	-	-	19.3	-	-
Crodino	64.0	64.0	-	-	-	-	-	-
local priority brands	**188.2**							
Campari Soda	77.0	77.0	-	-	-	-	-	-
Wild Turkey ready-to-drink	48.7	-	48.7	-	-	-	-	-
SKYY ready-to-drink	36.8	-	-	-	-	36.8	-	-
Ouzo 12	25.7	-	-	-	-	25.7	-	-
rest of the portfolio	**267.6**	**20.1**	**-**	**1.0**	**2.1**	**244.5**	**-**	**-**
Net sales	**3,069.7**	**1,326.6**	**437.5**	**294.4**	**238.3**	**772.9**	**-**	**3,069.7**
Cost of sales	(1,303.0)	-	-	-	-	-	25.6	(1,277.4)
Gross profit	**1,766.7**	**-**	**-**	**-**	**-**	**-**	**25.6**	**1,792.3**
Advertising and promotional expenses	(513.3)	-	-	-	-	-	-	(513.3)
Contribution margin	**1,253.4**	**-**	**-**	**-**	**-**	**-**	**25.6**	**1,279.0**
Selling, general and administrative expenses	(648.4)	-	-	-	-	-	(25.6)	(674.1)
Result from recurring activities (EBIT-adjusted)	**604.9**	**-**	**-**	**-**	**-**	**-**	**-**	**604.9**

DAVIDE CAMPARI -MILANO N.V. -COMPANY ONLY FINANCIAL STATEMENTS AT 31 DECEMBER 2024

DAVIDE CAMPARI-MILANO N.V. - COMPANY ONLY FINANCIAL STATEMENTS AT 31 DECEMBER 2024

COMPANY ONLY PRIMARY STATEMENTS

STATEMENT OF PROFIT OR LOSS

	notes	for the year ended 31 December 2024 € million	2023 € million
Gross sales		**1,165.1**	**1,134.0**
Excise duties[1]		(89.2)	(93.7)
Net sales	**3 i**	**1,075.9**	**1,040.4**
Cost of sales	3 ii	(427.2)	(428.1)
Gross profit		**648.8**	**612.3**
Advertising and promotional expenses	3 iii	(79.0)	(80.8)
Contribution margin		**569.8**	**531.5**
Selling, general and administrative expenses	3 v	(300.6)	(226.5)
Operating result		**269.2**	**305.0**
Financial expenses	3 viii	(79.4)	(44.5)
Financial income	3 viii	38.0	17.6
Dividends	3 viii	21.1	105.9
Share of profit (loss) of joint-ventures and other investments	3 x	(38.6)	(9.3)
Profit before taxation		**210.3**	**374.7**
Taxation	3 xi	(48.0)	(86.5)
Profit for the period		**162.3**	**288.2**

(1) Excise duties where Campari Group acts as an agent.

STATEMENT OF OTHER COMPREHENSIVE INCOME

	notes	for the year ended 31 December 2024 € million	2023 € million
Profit for the period (A)		**162.3**	**288.2**
B1) Items that may be subsequently reclassified to the statement of profit or loss			
Cash flow hedge:	8 iii.		
Gains (losses) on cash flow hedge	6 i	(4.2)	(23.8)
Related Income tax effect	3 xi	1.0	5.7
Total cash flow hedge		**(3.2)**	**(18.1)**
Total: items that may be subsequently reclassified to the statement of profit or loss (B1)		**(3.2)**	**(18.1)**
B2) Items that may not be subsequently reclassified to the statement of profit or loss			
Remeasurements of defined benefit plans:		-	-
Gains/(losses) on remeasurement of defined benefit plans	8 iv	0.2	0.1
Related Income tax effect	3 xi	-	-
Total remeasurements of defined benefit plans		**0.1**	**0.1**
Total: items that may not be subsequently reclassified to the statement of profit or loss (B2)		**0.1**	**0.1**
Other comprehensive income (expenses) (B=B1+B2)		**(3.0)**	**(18.0)**
Total comprehensive income (A+B)		**159.3**	**270.2**

STATEMENT OF FINANCIAL POSITION
(before appropriation of results)

	notes	31 December 2024 € million	31 December 2023 € million
ASSETS			
Non-current assets			
Property, plant and equipment	4 i	289.2	152.0
Right of use assets	4 i	7.2	5.2
Goodwill	4 ii	355.3	355.3
Brands	4 ii	378.7	388.2
Intangible assets with a finite life	4 ii	49.3	36.7
Investments in subsidiaries and joint-ventures	4 iii	3,641.1	2,302.8
Other non-current assets	4 iv	1.3	6.2
Other non-current financial assets	6 iv	1.3	4.2
Total non-current assets		**4,723.4**	**3,250.7**
Current assets			
Inventories	5 iii	128.2	166.4
Trade receivables	5 i	201.1	191.8
Other current financial assets	6 iii	208.8	195.4
Cash and cash equivalents	6 ii	430.8	443.6
Income tax receivables	3 xi.	16.3	14.0
Other current asset	4 v	22.1	36.8
Total current assets		**1,007.3**	**1,047.9**
Total assets		**5,730.7**	**4,298.6**

	notes	31 December 2024 € million	31 December 2023 € million
LIABILITIES AND SHAREHOLDERS' EQUITY			
Shareholders' equity			
Share capital		36.8	36.1
Statutory reserve		22.0	22.0
Legal Reserve		5.9	9.0
Retained earnings and other reserves		2,736.3	1,818.9
Profit for the period		162.3	288.2
Total shareholders' equity	**7 iii**	**2,963.3**	**2,174.3**
Non-current liabilities			
Bonds	6 v	1,580.3	845.8
Loans due to banks	6 v	594.3	572.1
Other non-current financial liabilities	6 v	5.2	6.6
Post-employment benefit obligations	8 iv	4.3	4.2
Provisions for risks and charges	8 i	42.8	2.0
Deferred tax liabilities	3 xi	9.9	14.0
Other non-current liabilities	4 vi	13.9	32.5
Total non-current liabilities		**2,250.8**	**1,477.2**
Current liabilities			
Bonds	6 vi	-	300.0
Loans due to banks	6 vi	102.7	17.7
Other current financial liabilities	6 vi	148.0	107.1
Trade payables	5 ii	217.6	172.5
Other current liabilities	4 vii	48.3	49.9
Total current liabilities		**516.6**	**647.1**
Total liabilities		**2,767.4**	**2,124.3**
Total liabilities and shareholders' equity		**5,730.7**	**4,298.6**

STATEMENT OF CASH FLOW

	notes	31 December 2024 € million	31 December 2023 € million
Operating profit		**269.2**	**305.0**
Depreciation and amortisation	3 vii	23.4	25.2
Gain or loss on sale of fixed assets		0.1	-
Impairment of tangible fixed assets, goodwill, trademark and sold business		9.4	0.8
Net cost of share-based instruments	10 iii	13.2	10.1
Change in payables to employees		(31.5)	12.0
Change in provisions		40.8	(0.2)
Change in net operating working capital	5	73.9	(73.9)
Income taxes refund (paid)		(49.9)	(155.8)
Impairment loss in subsidiaries	4 iii	2.4	15.4
Other operating items including other indirect taxes		(6.9)	3.5
Cash flow generated from (used in) operating activities		**344.2**	**142.3**
Purchase of tangible and intangible fixed assets	4 i-ii	(154.7)	(77.9)
Disposal of tangible and intangible assets		0.1	5.5
Change in investments in subsidiaries	4 iii	(1,335.3)	(149.4)
Change in investments in joint-ventures	4 iii	(11.0)	(7.1)
Interests received	3 viii	28.2	12.2
Decrease (increase) in short-term deposits and investments		6.8	0.3
Dividends received	3 viii	21.1	105.9
Cash flow generated from (used in) investing activities		**(1,444.8)**	**(110.5)**
Proceeds from issue of bonds, notes and debentures	6 v	761.6	298.5
Repayments of bonds, notes and debentures	6 vi	(300.0)	-
Proceeds from non-current borrowings	6 v	125.0	450.0
Repayment of non-current borrowings	6 viii	(17.0)	(250.0)
Net change in short-term financial payables and bank loans	6 viii	(0.8)	(20.2)
Payment of lease liabilities	6 vii	(2.4)	(1.9)
Interests paid on other financial items		(49.1)	(30.3)
Interest on paid leases	3ix-6 viii	(0.3)	(0.2)
Other intercompany inflows (outflows) of cash	6 viii	6.9	(125.4)
Inflows (outflows) of other financial items	6 viii	(0.4)	6.0
Purchase of own shares	7 iii	(6.4)	(21.0)
Sale of own shares	7 iii	5.5	54.8
Issue of new shares net of fees	7 iii	643.3	-
Dividend paid to equity holders of the Parent	7 iii	(78.1)	(67.5)
Cash flow generated from (used in) financing activities		**1,087.8**	**292.9**
Net change in cash and cash equivalents: increase (decrease)		**(12.8)**	**324.7**
Cash and cash equivalents at the beginning of period	6 ii	443.6	119.0
Cash and cash equivalents at end of period	6 ii	430.8	443.6

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

	notes	share capital	statutory reserve	legal reserve	retained earnings and other reserves	profit for the period	total
		€ million	€ million	€ million	€ million	€ million	€ million
at 31 December 2023		**36.1**	**22.0**	**9.0**	**1,818.9**	**288.2**	**2,174.3**
Allocation of prior year result	7 iii	-	-	-	288.2	(288.2)	-
Issue of new shares net of fees	7 iii	0.7	-	-	642.6	-	643.3
Dividend payout to Parent Company shareholders	7 iii	-	-	-	(78.1)	-	(78.1)
Increase (decrease) through treasury share transactions	7 iii	-	-	-	(0.8)	-	(0.8)
Increase (decrease) through share-based payment transactions	7 iii	-	-	-	27.0	-	27.0
Increase (decrease) through other changes	7 iii	-	-	-	38.3	-	38.3
Total comprehensive income (expense)		**-**	**-**	**(3.2)**	**0.1**	**162.3**	**159.3**
at 31 December 2024		**36.8**	**22.0**	**5.9**	**2,736.3**	**162.3**	**2,963.3**

	share capital	statutory reserve	legal reserve	retained earnings and other reserves	profit for the period	total
	€ million	€ million	€ million	€ million	€ million	€ million
at 31 December 2022	**18.3**	**39.8**	**27.1**	**1,314.6**	**516.1**	**1,915.9**
Allocation of prior year result	-	-	-	516.1	(516.1)	-
Dividend payout to Parent Company shareholders	-	-	-	(67.5)	-	(67.5)
Increase (decrease) through treasury share transactions	-	-	-	33.9	-	33.9
Increase (decrease) through share-based payment transactions	-	-	-	21.8	-	21.8
Increase (decrease) through other changes	17.8	(17.8)	-	-		-
Total comprehensive income (expense)	**-**	**-**	**(18.1)**	**0.1**	**288.2**	**270.2**
at 31 December 2023	**36.1**	**22.0**	**9.0**	**1,818.9**	**288.2**	**2,174.3**

NOTES TO THE COMPANY ONLY FINANCIAL STATEMENTS

1. GENERAL INFORMATION

Davide Campari-Milano N.V. is a company listed on the Italian Stock Exchange, with its legal domicile in Amsterdam, in the Netherlands, and its corporate address at Via Franco Sacchetti 20, 20099 Sesto San Giovanni, Milan, Italy. For the purposes of its business operations in Italy, the Company has established a secondary seat with a permanent representative office within the meaning set forth in article 2508 of the Italian Civil Code. The Company is entered in both the Netherlands Chamber of Commerce under the number 78502934 and the Milan Monza Brianza Lodi Chamber of Commerce under the number 06672120158.

At 31 December 2024, 51.7% of the share capital and 82.6% of the total voting rights of the Company were held by the Italian Branch Lagfin S.C.A., Société en Commandite par Actions, headquartered in Luxembourg, which is in turn controlled by Artemisia Management S.A., Société Anonyme, the ultimate controlling company of Campari Group.

Davide Campari-Milano N.V. is the Parent Company of Campari Group. It trades directly on the Italian market and, through its subsidiaries, on the international alcoholic and non-alcoholic beverages markets.

The Group has a global distribution reach, trading in over 190 nations with leading positions in Europe and the Americas. It has 25 production sites, its own distribution network in 26 countries and employs on average 5,114 people globally.

As the Parent Company of Campari Group, Davide Campari-Milano N.V. has also drawn up the Consolidated Financial statements of Campari Group at 31 December 2024. The financial statements of Davide Campari-Milano N.V. for the year ending 31 December 2024 were approved and authorised for issue on 4 March 2025 by the Board of Directors. The Board of Directors reserves the right to amend the results up to the date of the General Meeting of Shareholders, should any significant events requiring changes occur.

2. ACCOUNTING INFORMATION AND MATERIAL GENERAL ACCOUNTING POLICIES

The annual financial statements of Davide Campari-Milano N.V. (represented by the 'Company only financial statements') for the year ended 31 December 2024, were prepared in accordance with Part 9 of Book 2 of the Dutch Civil Code and the International Financial Reporting Standards issued by the International Accounting Standards Board ('IASB') and ratified by the European Union ('IFRS-EU'). These include all the international accounting standards (International Accounting Standards-'IAS') and interpretations of the International Financial Reporting Standards Interpretations Committee ('IFRIC IC'), formerly the Standing Interpretations Committee ('SIC').

The accounting standards adopted by the Company are the same as those that were applied for the company only financial statements for the year ended 31 December 2023, except for the accounting standards specified in note 2 v-'Change in accounting standards-Summary of the new accounting standards endorsed and adopted by the Company from 1 January 2024'. For the year ended 31 December 2024 there were no changes in accounting estimates and errors.

The financial statements were prepared in accordance with the historical cost method and taking any value adjustments into account where appropriate for certain categories of assets and liabilities, which were measured in accordance with the methods provided by IFRS. Comparative information shall be disclosed in respect of the preceding period for all amounts reported in the financial statements. Comparative information has been included for narrative and descriptive information where it is relevant to an understanding of the current period's financial statements.

Whether individual items or groups of items have been disclosed separately in the primary financial statements or in the notes depends on their materiality. Materiality is judged by reference to the size and nature of the item. The deciding factor is whether the omission or misstatement could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements.

For ease of reference, all the figures in the notes of these Company only financial statements are expressed in € million, whereas the original data and all percentages relating to changes between two periods or to percentages of net sales or other indicators are always calculated/recorded in €.

The Company has prepared its financial statements on the basis that it will continue to operate as a going concern. The Directors consider that there are no material uncertainties that may cast significant doubt over this assumption. They have formed a judgement that there is a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future, and not less than 12 months from the date of signing the Company only financial statements.

The Company is continuously improving its financial disclosures to make them more accessible and understandable to its stakeholders. Material accounting policies applied by the Company based on IFRS have been identified and are indicated within the notes to the company only financial statements with 'Accounting policy', as well as key assumptions and estimates. Disclosures are provided for transactions and other events or conditions that are material for the Company, following the overall sequence of items in the statement of profit or loss and accounting subjects categorized by their intrinsic nature and related to the statement of financial position.

I. FORM AND CONTENT

In line with the structure of the financial statements chosen by the Group, which is also adopted for the annual financial statements of the Company itself, the statement of profit or loss has been classified by function, and the statement of financial position is based on a distinction between current and non-current assets and liabilities. The Company considers that this format will provide a more meaningful representation of the items contributing to the results and financial position. The cash flow statement was prepared using the indirect method.
In 2024, the Company did not carry out any atypical and/or unusual transactions which, due to their materiality or size, type of counterparties to the transaction or method for determining the price and timing of the event (proximity to the end of the period), could give rise to concerns over the accuracy or completeness of the information in the financial statements, conflicts of interest or the safeguarding of company assets.

II. TRANSACTIONS IN FOREIGN CURRENCIES (NOT HEDGED WITH DERIVATIVES)

Revenues and costs related to foreign-currency transactions are reported at the exchange rate as of the date the transaction is carried out. Monetary assets and liabilities in foreign currencies are initially converted into € at the exchange rate as of the transaction date and subsequently converted into € at the exchange rate applied on the reporting date, with the difference in value being posted to the statement of profit or loss. Non-monetary assets and liabilities arising from the payment/collection of a foreign currency advance are initially recognised at the exchange rate of the transaction date. They are not subsequently adjusted to reflect any changes in the exchange rate as of the reporting date.

III. USE OF ESTIMATES

Preparation of the financial statements and the related notes in accordance with IFRS requires management to make estimates and assumptions that impact the Company's assets and liabilities and items in the profit or loss during the year. These estimates and assumptions, which are based on the best valuations available at the time of their preparation and are reviewed regularly, may differ from the actual circumstances and may be revised accordingly at the time that circumstances change, or when new information becomes available. Future outcomes can consequently differ from estimates. Details of critical estimates and judgements which could have a material impact on the financial statements are set out in the related notes as follows:

- GOODWILL AND INTANGIBLE ASSETS
  Management judgement of the assets to be recognised and synergies resulting from an acquisition. Management judgement and estimate required in determining future cash flows and appropriate applicable assumptions to support the intangible asset value. Please refer to note 4 ii-'Intangible assets' of the company only financial statements at 31 December 2024;

- INVESTMENTS IN SUBSIDIARIES
  Management judgement in assessing any value of the investments in subsidiaries exceeding their recoverable amounts. Please refer to note 4 iii-'Investments in subsidiaries and joint-ventures and share of profit (loss) of joint-ventures' of the company only financial statements at 31 December 2024;

- RESTRUCTURING PROVISIONS, PROVISIONS FOR RISK AND CHARGES
  Management judgement in assessing the likelihood of whether a liability will arise and an estimate to quantify the possible range of any settlement. Please refer to note 8 i-'Provisions for risks and future charges' of the Company only financial statements at 31 December 2024;

- COMPENSATION PLANS IN THE FORM OF SHARE-BASED PAYMENTS
  Management estimate in determining the

assumptions in calculating the fair value of the plans. Please refer to note 7 iv-'Share-based payments' of the Company only financial statements at 31 December 2024;

- TAXATION
  Management judgement and estimate required to assess uncertain tax positions and the recoverability of deferred tax assets. Please refer to note 3 xi-'Taxation' of the company only financial statements at 31 December 2024.

MACROECONOMIC AND GEOPOLITICAL UNCERTAINTY

During 2024 the Company continued to monitor and analyse the evolution of macroeconomic and geopolitical uncertainties. The critical review that was conducted included the ongoing conflicts and the impact of import tariffs in strategic geographies. Regarding the latter potential remediation opportunities are currently evaluated at Campari Group level and the Company will continue to monitor the evolution of this topic.
Moreover, the Company, like all members of the spirits industry, has been exposed to a persistently volatile macroeconomic environment, which may have potential downside effects on consumer behaviour. It therefore continuously monitors the evolving macroeconomic scenario to mitigate its impact on operations.

SUSTAINABILITY AND CLIMATE-RELATED MATTERS

The Company recognises that sustainability and climate-related matters are one of the greatest challenges for the future of the planet and is actively engaged on its path related to the defined sustainability priorities to which all major global functions contribute.

Following a very positive progression during recent years, more challenging medium- and long-term targets have been set at Campari Group level to reinforce its environmental, social and governance commitments. In the context of the prevailing macroeconomic environment, it is crucial to underscore that production operations, the comprehensive value chain and the implementation of the Company's strategies might all potentially be affected by the ramifications of climate change (both physical climate risks as well as transition risks). These impacts could encompass both acute and extreme events, as well as chronic factors such as rising temperatures and drought, and they therefore present physical risks. Climate change is therefore a major disruptive force with the potential to drive substantial changes to the Company's operations in the short to medium and long term. Throughout the year and at Campari Group level, dedicated focus was on reviewing and integrating ESG information in alignment with the new EU legislation, including the Corporate Sustainability Reporting Directive ('CSRD'). This process involved the implementation of the European Sustainability Reporting Standards ('ESRS'), enabling insights into double materiality analysis, taxonomy disclosures, and gap assessments against previously applied sustainability standards. These efforts aim to ensure full compliance with the regulatory requirements governing the Annual Report as of 31 December 2024, which also includes these company only financial statements. The impact of the 2024 assessment in relation to ESG-related material impacts, risks and opportunities has been considered in evaluating estimates and judgements in the preparation of these company only financial statements. The analysis conducted in the course of 2024 did not identify any issue not attributable to and not addressable in the ordinary course of business and did not highlight any material economic issue that had any material impact on these company only financial statements.

Specific additional supplementary information is provided below with respect to the identified priorities and their impact on the Company's disclosure.

GOING CONCERN INCLUDING NET FINANCIAL DEBT AND LIQUIDITY RISK

In terms of its operating and financial profiles, the Company continues to be very sound and was not exposed to any going-concern issues during 2024. The positive business momentum for the Company has continued with a

stabilized performance in the fourth quarter following a challenging period characterized by adverse weather conditions and wholesalers' de-stocking, which has been resolved throughout the year.
With regard to the Company's net debt position and namely with respect to financial assets, these are not subject to particular risks, since the investments considered are always the subject of a careful and scrupulous preliminary analysis and are always aligned with the financial needs of the moment. With respect to financial liabilities, the Group's indebtedness ratios measured internally (given the lack of covenants on existing debt) were under control and consistently at a level considered entirely manageable by the Company. During 2024, the Company's financial structure was confirmed to have been strengthened by the availability of significant committed and uncommitted credit lines. No renegotiation of interest rates was performed outside the normal course of business. The debt profile is appropriately balanced between variable and fixed rate, thus minimizing the Company's exposure to market risk. In 2024, with respect to lease and rental agreements, there were no new significant negotiations, including sub-leases, nor significant contract amendments generating financial receivables or liabilities. In terms of fair value measurement hierarchies of financial items, there were no changes to be reflected other than those disclosed in the related notes.
A separate analysis was performed with reference to financial liabilities arising from earn-out agreements valued at fair value and where the basis of the estimate is linked to brand performance. The analysis was conducted in conjunction with the considerations described in relation to the impairment test on goodwill, brands and intangible assets with a finite life, in order to ensure homogeneity and consistency in the valuation, and from the analyses no particular circumstances emerged requiring significant revisions of these liabilities.
The macroeconomic trend during 2024 did not trigger any significant change in clients' contracts or any change in the revenue recognition criteria previously identified. No significant anticipated partial payments were experienced, indicating an implicit price concession to be accounted for or an impairment loss.
To facilitate liquidity management, the Company continued the reverse factoring program, confirmed with a limited number of trusted suppliers involved, consistent with previous years: the trade payables under reverse factoring agreements continued to be classified as a component of the Company's operating working capital with no separate disclosure as primary line items of the Company only financial statements in consideration of the total exposure.

IMPAIRMENT OF GOODWILL, BRANDS AND INTANGIBLE ASSETS WITH A FINITE LIFE AND INVESTMENTS IN SUBSIDIARIES

In the current context with persisting macro challenges, the Company performed an assessment to identify any triggering event implying the risk of impairment on its goodwill, trademark and intangible assets with a finite life. This assessment confirmed that neither external nor internal events were triggering substantial change on the recoverability of these intangible assets, thus no impairment loss was identified for the year ended 31 December 2024 except for Bulldog trademark, which recorded a write-off of €9.4 million due to the brand's persistent underperformance in a competitive category.
Regarding the 2024 performance, the Company continued leveraging its strong brand portfolio, particularly in growing categories such as aperitifs.
With respect to the investments in subsidiaries, the Company performed an in-depth analysis on their recoverability and ensured that the value is not carried at above their recoverable amounts. In this respect, as of 31 December 2024, an impairment loss was identified for the investment in Campari Mixology S.r.l. for €2.4 million, due to challenging business performance in a normalizing consumption environment.

PROVISION FOR RISK AND CHARGES AND ONEROUS CONTRACTS

In terms of the assessment of provisions for risks and charges and onerous contracts, significant judgements were used to assess the impact of triggering events. The restructuring provision included in the 2024 Company only financial statements was subject to a thorough evaluation and estimation process, in accordance with IFRS principles, ensuring that recognition and measurement align with the underlying obligations and anticipated costs.

TAXATION

During the year, all material assumptions and estimates considered in the preparation of the 2024 Company only financial statements were reviewed. In particular tax rates were investigated to check for any changes that occurred during the period in the Italian tax jurisdiction and any amendments substantially enacted were considered in assessing both current and deferred taxes. The review conducted has not identified any new triggering events that could influence the recoverability of deferred tax assets and the recognition of any additional liabilities for uncertain tax positions. With reference to Organisation for Economic Cooperation and Development ('OECD') global minimum taxes ('Pillar two'), the Group updated its assessment confirming no significant amount of current taxes needed to be recorded in the profit or loss of the Company for 2024.

IV. CHANGE IN REPRESENTATION

The disclosure of 'Net sales' was reviewed due to the fact that the Company, starting from 1 January 2024, reorganised its brand clusters in line with the Group, with Espolòn being promoted to global priority brand status effective from the same date. Furthermore, to align with the comprehensive product portfolio review, minor adjustments have been made to the composition of regional priority clusters.
To reflect this change in representation, comparative data for full year 2023 has been restated and reported here below for ease of reference, accordingly in both disclosures 'Group net sales focus by region' as well as 'Group net sales focus by priorities', statement of profit or loss and disclosure of selling, general and administrative expenses.
It is noted that the changes in representation do not imply changes in the disclosures provided in the Consolidated Financial statements at 31 December 2023, which remain fully comprehensive and complete.

	for the year ended 31 December 2023			
	after reclassification		published	
	€ million	percentage of Company sales	€ million	percentage of Company sales
global priority brands	**637.9**	**61.3%**	**631.6**	**60.7%**
Aperol		41.0%		41.0%
Campari		17.3%		17.3%
SKYY		1.3%		1.3%
Espolòn		0.6%		-
Grand Marnier		0.5%		0.5%
Wild Turkey portfolio		0.4%		0.4%
Jamaican rums portfolio		0.3%		0.3%
regional priority brands	**294.5**	**28.3%**	**279.4**	**26.9%**
Sparkling Wines, Champagne&Vermouth		10.1%		-
Other specialities		10.8%		-
Other Whisk(e)y		1.8%		-
Crodino		5.5%		5.5%
Sparkling Wine&vermouth		-		9.8%
Italian specialities		-		4.8%
Aperol Spritz ready-to-drink		-		2.9%
The GlenGrant		-		1.8%
Espolòn		-		0.6%
other		-		1.4%
local priority brands	**78.2**	**7.5%**	**99.5**	**9.6%**
rest of the portfolio	**29.8**	**2.9%**	**29.8**	**2.9%**
total	**1,040.4**	**100.0%**	**1,040.4**	**100.0%**

V. CHANGES IN ACCOUNTING STANDARDS

SUMMARY OF THE NEW ACCOUNTING STANDARDS ENDORSED AND ADOPTED BY THE GROUP FROM 1 JANUARY 2024

These amendments applied for the first time in 2024 but did not have a significant impact to be reported on Company's full year Consolidated Financial statements.

Amendment to IAS 1-'Presentation to Financial Statements' including the following:

- 'Classification of Liabilities as Current or Non-current' and 'Deferral of Effective Date' (issued on 23 January 2020 and 15 July 2020 respectively). The amendment specifies the requirements to classify liabilities as current or non-current by clarifying i) what is meant by a right to defer the settlement; ii) that if an entity has the right to roll over an obligation for at least twelve months after the end of the reporting period, it classifies the obligation as non-current, even if it would otherwise be due within a shorter period; iii) that the classification is unaffected by the likelihood that an entity will exercise its deferral right and iv) that the settlement refers to a transfer to the counterparty that results in the extinguishment of the liability.
- 'Non-current Liabilities with Covenants' (issued on 31 October 2022). The amendments clarify that only covenants with which an entity must comply on or before the reporting date will affect a liability's classification as current or non-current; while additional disclosures are required for non-current liabilities arising from loan arrangements that are subject to covenants to be complied with within twelve months after the reporting period.

Amendment to IFRS 16-'Leases: Lease Liability in a Sale and Leaseback' (issued on 22 September 2022). A sale and leaseback transaction involves the transfer of an asset by an entity (the seller-lessee) to another entity (the buyer-lessor) and the leaseback of the same asset by the seller-lessee. The amendment specifies how a seller-lessee measures the lease liability, which arises in a sale and leaseback transaction, to ensure that it does not recognise any amount of the gain or loss related to the right-of-use retained. The amendment does not change the accounting for leases unrelated to sale and leaseback transactions.

Amendments to IAS 7-'Statement of Cash Flows' and IFRS 7-'Financial Instruments: Disclosures: Supplier Finance Arrangements' (issued on 25 May 2023) which address the disclosure requirements to enhance the transparency of supplier finance arrangements and their effects on a company's liabilities, cash flows and exposure to liquidity risk (refer to 6 -ix. 'Explanatory notes to the cash flow statement').

ACCOUNTING STANDARDS, AMENDMENTS AND INTERPRETATIONS THAT HAVE BEEN ENDORSED BUT ARE NOT YET APPLICABLE/HAVE NOT BEEN ADOPTED IN ADVANCE BY THE COMPANY

The Group is still assessing the impact of these amendments on its financial position or operating results, in so far as they are applicable.

Amendments to IAS 21-'The Effects of Changes in Foreign Exchange Rates': Lack of Exchangeability' (issued on 15 August 2023).

The amendments clarify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking, as well as require the disclosure of information that enables users of financial statements to understand the impact of a currency not being exchangeable. The first application is for annual periods starting on or after 1 January 2025.

ACCOUNTING STANDARDS, AMENDMENTS AND INTERPRETATIONS NOT YET ENDORSED

The Company is still assessing the impact of these amendments on its financial position or operating results, in so far as they are applicable.

Amendments to IFRS 9 and IFRS 7-'Amendments to the Classification and Measurement of Financial Instruments' (issued on 30 May 2024). The amendments are effective for annual periods starting on or after 1 January 2026 including:

- a clarification that a financial liability is derecognised on the 'settlement date' and introduce an accounting policy choice (if specific conditions are met) to derecognise financial liabilities settled using an electronic payment system before the settlement date;
- additional guidance on how the contractual cash flows for financial assets with ESG and similar features should be assessed;
- clarifications on what constitute 'non-recourse features' and what are the characteristics of contractually linked instruments;
- the introduction of disclosures for financial instruments with contingent features and additional disclosure requirements for equity instruments classified at fair value through the statements of other comprehensive income.

Amendments to IFRS 9 and IFRS 7-'Contracts Referencing Nature-dependent Electricity' (issued on 18 December 2024). The following amendments would enable the contracts relating to nature-based electricity to be better recognised in companies' financial statements:

- clarification of the application of the own use exemption to these contracts;
- amendment of the hedge accounting requirements to allow contracts for electricity from nature-dependent renewable energy sources to be used as a hedging instrument if certain conditions are met;
- introduction of additional disclosure requirements to enable investors to understand the impact of these contracts on a company's financial performance and future cash flow.

The amendments are effective for annual periods starting on or after 1 January 2026.

Annual Improvements to IFRS Accounting Standards-Volume 11 (issued on 18 July 2024). Includes amendments that either clarify the wording of an IFRS standard or correct relatively minor unintended consequences, oversights or conflicts between requirements in the standards. The amendments contained in the Annual Improvements relate to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7. The amendments are effective for annual periods starting on or after 1 January 2026, with earlier application permitted.

IFRS 18-'Presentation and Disclosure in Financial Statements' (issued on 9 April 2024). IFRS 18 replaces IAS 1-'Presentation of Financial Statements', introducing new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new. It also requires disclosure of newly defined management-defined performance measures ('MPMs'), which are subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes.
In addition, narrow-scope amendments have been made to IAS 7-'Statement of Cash Flows', which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards. The amendments are effective for annual periods starting on or after 1 January 2027, but earlier application is permitted and must be disclosed. IFRS 18 will apply retrospectively.

3. RESULTS FOR THE PERIOD

This section details accounting policies for net sales, cost of sales, point of sale materials, personnel costs, depreciation and amortisation, financial income and expenses, lease components share of profit (loss) of joint-ventures, as well as taxation. Judgements and estimates are stated regarding taxation.
This section discloses the information on costs and revenues, gains and losses affecting the results and performance for the period ended 31 December 2024, as well as financial information for taxation and joint-ventures.

I. NET SALES

ACCOUNTING POLICY

REVENUE RECOGNITION
Revenues are recognised when the customer gains control of the goods. Transfer of control is determined using a five-step analytical model applied to all revenues from customer contracts. This occurs when the goods are delivered to the customer, who has complete discretion over the sales channel and price of the products themselves, and there is no unfulfilled obligation that could affect acceptance by the customer. Delivery takes place when the products have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the customer and the customer has accepted the products in accordance with the sales contract, the terms and conditions of acceptance have expired, or the Company has objective evidence that all criteria for acceptance have been met. The Company's revenues mainly include sales of spirits on the market.

Revenues are recognised at the price stated in the contract, net of any estimates of deferred discounts or incentives granted to the customer in line with industry practice, for example:

- volume/value discounts based on cumulative sales above a threshold at the end of a given period;
- performance-based discounts (such as discounts, rebates, performance bonuses, logistical discounts), based on promotional activities performed by the customer and agreed upon in advance;
- customer incentives, such as discount vouchers, free products, price protection, market development allowances and price reduction allowances (to compensate for low sales);
- product placement allowances (such as contributions for placement and range);
- historical experience is used to estimate deferred discounts/incentives based on agreements with clients, and revenues are recognised only to the extent that it is highly probable that there will be no need for subsequent significant adjustments.

No financing element is deemed to be present as sales are made with only a brief delay before payment: contracts are generally not entered into when there is more than one year between the transfer of the goods and the payment by the customer. Discounts relating to specific payment terms that lower the Company's collection risk, reduce administrative costs and/or improve liquidity (such as payments at the time of sale) are recognised as a reduction in revenue. A liability reducing the related trade receivable is recognised for deferred discounts due to customers in relation to sales made up to the end of the period. Such liabilities can then be offset against the amounts payable by the customer. Receivables are recognised when the goods are delivered, as this is the point in time that the consideration is unconditional because only the passage of time is required before payment is due.

CONSUMPTION TAXES RECOGNITION
The Company incurs consumption taxes. Excise duty is a production tax that is payable by the manufacturer, becomes payable when the product is removed from captive warehouses, and is not directly related to the sales value: the excise duty is consequently recognised as a cost for the Company. Excise duties are normally recovered through the sales, although they

are generally not shown as a separate item on external invoices. Excise duty increases are not always passed on to the customer, and if a customer does not pay for the product received, the Company cannot request a refund of the excise duty. For excise duties passed on to customers, the Company considers itself an agent of the regulatory authorities. Consequently, the re-invoiced excise values are excluded from the presentation of net sales in the primary statements and are presented to offset the cost incurred by the Company.

DISCLOSURE

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Sale of goods	469.4	489.5
Sales to Group companies[1]	606.6	550.9
Total net sales	**1,075.9**	**1,040.4**

(1) Please refer to note 8 v-'Related parties' for further information about sales to Group companies.

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Italy	471.0	491.4
Germany	148.9	137.6
United States	98.6	86.7
France	59.2	59.9
Belgium	20.5	18.0
Austria	18.7	16.9
Switzerland	17.2	18.9
Spain	17.2	12.0
United Kingdom	16.3	12.1
Other	208.3	186.8
Total net sales	**1,075.9**	**1,040.4**

	for the year ended 31 December 2024[1]		
	€ million	percentage of Company sales	main region for brands
global priority brands	**673.2**	**62.6%**	-
Aperol		42.5%	*EMEA*
Campari		16.3%	*EMEA*
SKYY[2]		1.1%	*EMEA*
Espolòn		0.9%	*EMEA*
Courvoisier[3]		0.8%	*EMEA*
Grand Marnier		0.5%	*EMEA*
Wild Turkey portfolio[2][4]		0.3%	*EMEA*
Jamaican rums portfolio[5]		0.2%	*EMEA*
regional priority brands	**295.2**	**27.4%**	-
Other specialities[6]		10.6%	*EMEA*
Sparkling Wines, Champagne&Vermouth		10.4%	*EMEA*
Crodino		5.3%	*EMEA*
Other Whisk(e)y[7]		1.1%	*APAC*
local priority brands	**76.7**	**7.1%**	-
rest of the portfolio	**30.8**	**2.9%**	-
total	**1,075.9**	**100.0%**	-

(1) For information on reclassifications of comparative figures, refer to note 'Accounting information and material general accounting policies'.
(2) Excludes ready-to-drink.
(3) Excludes Salignac.
(4) Includes American Honey.
(5) Includes Appleton Estate, Wray&Nephew Overproof and Kingston 62.
(6) Includes Braulio, Cynar, Averna, Frangelico, Del Professore, Ancho Reyes, Montelobos, Cabo Wabo, Bisquit&Dubouché, Bulldog, Trois Rivières, Picon,Maison La Mauny, Magnum Tonic, Aperol Spritz ready-to-enjoy and X-Rated.
(7) Includes The GlenGrant, Forty Creek and Wilderness Trail.

In 2024, net sales totalled €1,075.9 million, showing an increase of 3.4% on the previous year. This item included sales of €471.0 million on the Italian market, of which €469.4 million was directly managed by the Company. Performance in the Italian market in 2024 stabilised in the fourth quarter, mainly driven by Aperol and Campari confirming their ongoing leading position and brand health in the market following a challenging period impacted by poor weather especially in Europe, commercial disputes and wholesalers de-stocking. The overall sales to Group companies that primarily conduct their businesses in the international markets amounted to €606.6 million, increasing 10.1% from the previous year.

II. COST OF SALES

DISCLOSURE

	for the year ended 31 december	
	2024	2023
	€ million	€ million
Materials and manufacturing costs	378.4	374.9
Distribution costs	48.7	53.1
Total cost of sales	**427.2**	**428.1**
Raw materials and finished goods acquired from third parties	319.7	317.2
Variable transport costs	38.2	41.8
Personnel costs[1]	33.0	30.3
External production and maintenance costs	10.5	11.9
Depreciation/amortisation[1]	6.2	8.5
Utilities	5.6	6.7
Inventory write-downs	3.0	1.8
Other costs	11.0	9.9
Total cost of sales	**427.2**	**428.1**

(1) For an analysis of personnel costs and depreciation and amortisation components by nature, please see also the breakdown of personnel costs in note 3 vi-'Personnel costs' and 3 vii-'Depreciation and amortisation'.

The cost of sales in 2024 was €427.2 million, in line with 2023. As a percentage of net sales, the cost of sales was 39.7% in 2024, slightly down from the 41.1% recorded in 2023 and mainly driven by input costs inflation and the strengthening of the staffing structure essential for the efficient management of the burgeoning business is underway.

III. ADVERTISING AND PROMOTIONAL EXPENSES

ACCOUNTING POLICY

Point-of-sale materials are charged to advertising and promotional expenses at the time when the items are purchased.
Costs incurred in research, developing alternative products or processes, or conducting technological research and development are recognised in profit or loss in the period in which they are incurred.

DISCLOSURE

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Merchandising and promotional costs	21.8	25.7
Advertising spaces	21.5	16.9
Sponsorships, testimonial, influencers and events	17.7	19.9
Media production	6.6	9.0
Research and innovation(1)	7.0	5.8
Personnel costs(2)	0.3	0.4
Other, including trade allowance for promotional purposes	4.1	3.0
Total advertising and promotional expenses	**79.0**	**80.8**

(1) Research and innovation activities referred mainly to market research and packaging studies.
(2) For an analysis of personnel costs and depreciation and amortisation components by nature, please see also the breakdown of personnel costs in note 3 vi-'Personnel costs'.

IV. PUBLIC GRANTS

In 2024, operating grants for an overall €0.4 million were recorded in the statement of profit or loss (€1.5 million in 2023). These public contributions were mainly due to the financing of marketing activities for the promotion of quality wines in non-EU countries.

V. SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

DISCLOSURE

	for the year ended 31 December	
	2024	**2023**
	€ million	**€ million**
Personnel costs[1]	168.9	116.5
of which:	-	-
Restructuring and reorganization costs	*62.1*	*10.1*
Last mile long-term incentive schemes with retention purposes[2]	*2.5*	*10.0*
Services, utilities, maintenance and insurance	80.9	73.4
of which:	-	-
Finance transformation	*5.4*	*2.1*
Net expenses from acquisition/disposals of business or companies and indemnities from contract resolutions	-	*3.5*
Other net (gain) expenses	*2.0*	-
Depreciation/amortisation[1]	17.1	16.7
Travel, business trip, training and meetings	16.3	18.1
Board fees and indemnities	6.0	7.9
Agents and other variable sales costs	4.7	4.7
Expenses for use of third-party assets	1.9	1.6
Other	4.7	(12.3)
of which:	-	-
Net expenses from acquisition/disposals of business or companies and indemnities from contract resolutions	*0.6*	*1.0*
Impairment of assets	*11.8*	*16.2*
Capital (gains) losses on the disposal of tangible and intangible assets	-	*0.1*
Other net (gain) expenses	-	*1.4*
Total selling, general and administrative expenses	300.6	226.5

(1) For an analysis of personnel costs and depreciation and amortisation components by nature, please see also the breakdown of personnel costs in notes 3 vi-'Personnel costs' and 3 vii-'Depreciation and amortisation'.
(2) Pursuant to the Remuneration Policy, a last mile incentive scheme with retention purpose to be potentially awarded to the current CFO has been approved by the Parent Company's corporate bodies. For more information, refer to the section 'Governance' in the Campari Group annual report for the year ended 31 December 2024.

In 2024, selling, general and administrative expenses came to €300.6 million in accretion compared with the €226.5 million reported in 2023. As a percentage of net sales, the cost of sales was 27.9% in 2024, increased from the 21.8% recorded in 2023 mainly driven by the restructuring and organization cost accrued in 2024 and other costs components which included, among other, transactions related to contracts with Group companies (total cost of €4.7 million in 2024 compared to a total revenue of € 12.3 million in 2023).
The expenses incurred during the year included components that may be considered non-representative of the current operating results. Throughout the year 2024, they referred mainly to restructuring and reorganization projects for €62.1 million. This is one of several key initiatives designed to enhance performance, alongside efforts to accelerate growth and profitability through focus, process simplification and cost containment. This initiative, included in the 2024 financial statements, underwent a thorough evaluation and estimation process, ensuring alignment with applicable accounting principles and anticipated costs. Other costs are associated with impairment of assets and brands (€11.8 million) together with long-term non-recurring last mile incentive plans for retention purposes to be potentially recognised to senior management (€2.5 million).

VI. PERSONNEL COSTS

ACCOUNTING POLICY

For detailed information on the accounting policy on post-employment plans and share-based payments, please refer to notes 7 iv-'Share-based payments' and 8 iv-'Defined benefit plans', respectively.

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Salaries and wages	88.3	80.7
Social security contributions	28.2	27.3
Cost of defined contribution plans	7.3	6.6
Cost of defined benefit plans	0.3	0.3
Other costs relating to mid/long-term benefits	2.8	2.0
Cost of share-based payments	13.2	10.1
Restructuring and other non-recurring costs	62.1	20.1
Total personnel costs	**202.2**	**147.2**
of which:		
Included in cost of sales	33.0	30.3
Included in selling, general and administrative expenses	168.9	116.5
Included in advertising and promotional expenses[1]	0.3	0.4
Total	**202.2**	**147.2**

(1) Includes personnel costs relating to the management of brand houses.

Personnel costs totalled €202.2 million, reflecting an increase of €55.0 million compared to the preceding year, with the increase primarily driven by restructuring initiatives for €62.1 million (please refer to note 3 v. —'Selling, general and administrative expenses'). The total personnel costs also included the expenses associated with last-mile long-term incentive schemes with retention purposes to be potentially awarded to senior management (€2.5 million) included under salaries and wages.

VII. DEPRECIATION AND AMORTISATION

ACCOUNTING POLICY

For detailed information on the accounting policy, please refer to notes 3 ix-'Leases components', 4 i-'Property, plant and equipment and right of use', 4 ii-'Intangible assets' and 8 iii-'Fair value information on assets and liabilities'.

DISCLOSURE

	for the year ended 31 December	
	2024	2023
	€ million	€ million
• Property, plant and equipment	5.2	7.6
• Intangible assets	0.2	0.2
• Right of use assets	0.8	0.8
Depreciation and amortisation included in cost of sales	**6.2**	**8.5**
• Property, plant and equipment	2.8	2.8
• Intangible assets	12.7	12.7
• Right of use assets	1.6	1.2
Depreciation and amortisation included in selling, general and administrative expenses	**17.1**	**16.7**
• Property, plant and equipment	8.1	10.3
• Intangible assets	12.9	12.9
• Right of use assets	2.4	1.9
Total depreciation and amortisation in the statement of profit or loss	**23.4**	**25.2**

VIII. FINANCIAL INCOME AND EXPENSES

ACCOUNTING POLICY

Financial income and expenses include interest income and charges in respect of financial instruments and the results of hedging transactions used to manage interest rate risk. Borrowing costs are recognised in the income statement based on the effective interest method, except for the qualifying assets whose borrowing costs are capitalised on the underlying asset. The remaining financial components include items in respect of post-employment plans and the discount unwind of long-term obligations. The exchange gain or loss is inclusive of derivatives agreement impacts, excluding cash flow hedges that are used to cover the currency risk of highly probable future currency transactions.
For detailed information on the accounting policy for financial instruments, please refer to note 6 i-'Financial instruments'.

DISCLOSURE

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Interest expenses	(68.0)	(35.8)
Bank expenses	(3.4)	(1.8)
Exchange gain net	(2.7)	(3.3)
Net interest on defined benefit plans	(0.2)	(0.1)
Other expenses	(5.1)	(3.7)
Total financial expenses	**(79.4)**	**(44.6)**
Dividends	21.1	105.9
Bank and term deposit interests	28.2	12.2
Earn-out liabilities change in estimate	0.3	0.1
Other income	9.5	5.3
Total financial income	**59.1**	**123.6**
Net financial income (expenses)	**(20.3)**	**78.9**

In 2024, net financial income (expenses) reported a total net expense of €20.3 million, compared to a net income of €78.9 million in 2023. The overall variance was attributable to the lower dividend income collected from Group companies compared to 2023 (€21.1 million and €105.9 million respectively) and additional interest expenses (interest expenses stood at €68.0 million compared to €35.8 million reported in 2023) due to the new bond issued in 2024 and the new term loans subscribed in 2024. The costs have been only partially offset by income deriving from short term deposits, including deposits held in the first part of the year before the completion of the Courvoisier business acquisition (for detailed information, please refer to the 'Significant events of the period' paragraph in the management board report).
The sustainability-linked facilities that contain a variable component of the interest rate applicable depending on the achievement of certain ESG targets identified by Campari Group and particularly focused on the reduction of emissions, the responsible use of water and gender equality, led to an overall reduced interest expenses of €0.2 million.

Financial income and expenses arising from bond emissions and the related hedging instruments are shown below.

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Financial expenses to bondholders	(40.1)	(21.4)
Net changes in fair value and other amortised cost components	0.4	(0.9)
Cash flow hedge reserve reported in the statement of profit or loss during the year	0.8	(1.3)
Net interest expenses on bonds	**(38.9)**	**(23.6)**

IX. LEASES COMPONENTS

ACCOUNTING POLICY

For detailed information on the accounting policy, please refer to note 3 ix-'Lease components'.

DISCLOSURE

	for the year ended	
	2024	2023
	€ million	€ million
Interest of lease	0.3	0.2
Depreciation and amortisation on right-of-use underlying assets	2.4	1.9
Variable lease payment not included in measurement of lease liability	3.1	3.4
Expense related to leases with low value	1.9	1.8
Other	0.3	0.1
Total lease components in the statement of profit or loss	**8.2**	**7.6**

The low-value leases included in the statement of profit or loss mainly referred to information technology equipment. In contrast, while line variable leases include lease payments mainly referred to warehouses for storing products.

X. SHARE OF PROFIT (LOSS) OF JOINT-VENTURES AND OTHER INVESTMENTS

ACCOUNTING POLICY

JOINT-VENTURES RECOGNITION

A joint-venture exists where there is a joint-control agreement under which the parties that hold joint control have a right to the net assets covered by the agreement. Joint control is the contractually agreed sharing of control under an agreement, which solely exists when decisions on relevant activities require unanimous consensus from all the parties sharing control. The factors considered to determine significant influence or joint control are similar to those necessary to determine control over subsidiaries.

JOINT-VENTURES MEASUREMENT

Joint-ventures are initially recognised at cost plus acquisition-related costs and are subsequently reported in the Company-only financial statements using the equity method from the date on which significant influence or joint control commences and ending when that influence or control ceases.

If there is a significant loss of influence or joint control, the holding and/or investment is recognised at fair value and the difference between the fair value and the carrying amount is recorded in the statement of profit or loss.

Any committed payments to increment the ownership interest in a joint-venture, in the form of a put and/or call option or a combination of both, cannot be estimated and recorded as a financial liability at the time of the transaction since the guidance valid for financial instruments does not apply to interests in joint-ventures that are accounted for using the equity method. These written agreements for put and/or call options are derivative agreements and represented in the Company's accounts as financial instruments measured at fair value with an impact in the statement of profit or loss. When the call and/or put options expire, the derivatives will be replaced by an increased value of the investment to be recorded against the cash out for the derivative settlement.

Contingent or committed payments in the form of an incentive plan granted to personnel of the joint-venture are recorded as an incremental cost of the investment once the attainment of the performance condition becomes probable, based on the fair value of the replacement award as of the acquisition date.

The Company assesses the existence of any impairment indicators whenever events or circumstances indicate that the carrying amount of the investment may not be recoverable; any impairment loss is allocated to the investment with effect in the statement of profit or loss. If the Company's interest in any losses of the joint-venture exceeds the carrying amount of the equity investment in the financial statements, the value of the equity investment is derecognised, and the Company's portion of further losses is not reported, unless, and to the extent to which, the Company has a legal or implicit obligation to cover such losses.

DISCLOSURE

€ million	Investment in joint-ventures
at 31 December 2023	**32.2**
Share of profit (loss)	(34.7)
Capital injection	11.0
at 31 December 2024	**8.5**

€ million	Investment in joint-ventures
at December 31, 2022	**35.5**
Share of profit (loss)	(9.3)
Capital injection	5.0
Increase in interests	2.6
Reclassifications to subsidiaries	(1.7)
at December 31, 2023	**32.2**

During 2024, a capital injection in the Dioniso joint-venture (contribution equally supported by Moët Hennessy) of €11.0 million was completed. During the period Dioniso joint-venture recorded an overall loss of €34.7 million, mainly driven by non-recurring recognition of impairment loss over its intangible assets. Under the share of profit from joint-ventures and other investments line (totalling €38.6 million in 2024) were additionally recorded losses for €4.0 million related to operating investments in agency brand initiatives.

XI. TAXATION

ACCOUNTING POLICY

Current tax is based on taxable profit for the year. Taxable profit is different from accounting profit due to temporary differences between accounting and tax treatments and due to items that are never taxable or tax- deductible. Tax benefits are not recognised unless it is probable that the tax positions are sustainable. Preparing the taxation estimates, a detailed assessment is performed considering uncertainties regarding the tax treatment of transactions carried out, which could give rise to disputes with the tax authorities with related tax liabilities included in current liabilities. Current tax assets and liabilities are offset when a legal right of set-off exists, provided that the realisation of the asset and the settlement of the liability occur simultaneously.
Other non-income taxes, such as property and capital taxes, are included in operating expenses. Penalties and interest on tax liabilities are included in selling, general and administrative expenses and financial income and expenses, respectively, unless they qualify as income taxes based on the local legislation, being in that case classified as income taxes.
Deferred tax assets and liabilities are calculated on all temporary differences between the asset and liability values recorded in the financial statements and the corresponding values recognised for tax purposes using the liability method. Those values are determined based on the tax rates projected to be applicable under the respective Italian laws in those periods when the temporary differences are generated or derecognised.
The Company has also opted for the national tax consolidation procedure, governed by Article 117 et seq of the Italian Consolidated Law on Income Tax ('TUIR'). The decision to adopt this procedure is reflected in the accounting entries, showing receivables and payables arising from the tax consolidation procedure towards the controlling shareholder Lagfin S.C.A., Société en Commandite par Actions.

DISCLOSURE

Taxes are calculated based on the applicable regulations at the rates in force, which, in 2024, were 24.0% for IRES (corporate income tax) and 5.57% for IRAP (regional production tax).

A breakdown of the current and deferred taxes included in the Company's statement of profit or loss and statement of other comprehensive income is as follows.

	for the year ended 31 December 2024	
profit or loss and other comprehensive income	**2024**	**2023**
	€ million	**€ million**
• current taxes for the year and previous years	(51.1)	(86.6)
• deferred tax expenses of the year	3.1	-
Taxes recorded in the statement of profit or loss	**(48.0)**	**(86.5)**
Taxes recorded in the statement of comprehensive income	**1.0**	**5.7**

	31 December	
financial position	**2024**	**2023**
	€ million	**€ million**
Deferred tax liabilities	(9.9)	(14.0)
Net deferred tax	**(9.9)**	**(14.0)**

RECONCILIATION OF TAX CHARGES

The following table shows a reconciliation of the theoretical tax charge against the Company's actual tax charge.

Based on the legal provisions, the theoretical rate used is the rate in force during the year in question, considering the rates for IRES (corporate income tax) and IRAP (regional production tax) taxes, which have different tax bases. Tax base differences has been taken into account as item with different theoretical tax rate.

	for the year ended 31 December	
	2024	**2023**
	€ million	**€ million**
Profit before tax	**210.3**	**374.7**
Applicable tax rate	-24.0%	-24.0%
Theoretical taxes at current tax rate	**(50.5)**	**(89.9)**
Italian Patent Box tax benefit	24.9	-
Permanent differences	(4.9)	21.1
Taxes relating to previous financial years	1.5	0.2
Item with different theoretical tax rate	(16.4)	(16.6)
Other differences	(2.7)	(1.2)
Actual tax liability in the statement of profit or loss	**(48.0)**	**(86.5)**
Actual tax rate	**-22.8%**	**-23.1%**

Taxation in 2024 amounted to €48.0 million compared to €86.5 million reported in 2023. Profit before taxation represents the basis on which tax is calculated in accordance with current tax regulations.

The reported tax rate in the 2024 period was 22.8%, compared to a reported tax rate of 23.1% in 2023. The discrepancy in the reported net tax burden was driven by the dividend received from subsidiaries (€21.1 million in 2024 compared with €105.9 million in 2023) included in permanent differences as they are subject to a lower-than-nominal taxation (1.2% tax rate) under current Italian tax law. This was offset by the benefit derived from the Italian Patent Box (€6.5 million referred to 2024 and €18.4 million from the recapture of previous year tax credit) which will have a cash benefit impact on tax payments starting from 2025.

Effective 1 January 2024, Pillar Two legislation applies in Italy, where Davide Campari-Milano N.V. is tax resident (see Legislative Decree of 27 December 2023, no. 209 or 'Italian Pillar Two legislation').

According to the Italian Pillar Two legislation, Davide-Campari-Milano N.V. qualifies as Partially Owned Parent Entity ('POPE') for Pillar Two purposes. As a consequence, the Pillar Two perimeter would be identified with the perimeter of the consolidated financial statements of Davide Campari-Milano N.V., including all the entities which are consolidated on a line-by-line basis, as well as any minority participations and joint-ventures excluded from the consolidation perimeter. As the POPE, Davide Campari-Milano N.V. will be generally required to pay in Italy a top-up tax on profits of its subsidiaries that are taxed at an effective tax rate (determined in accordance with

the Italian Pillar Two rules) of less than 15%. In parallel, the Group is in scope of the enacted or substantively enacted Qualified Domestic Minimum Top-up Taxes ('QDMTT') in the jurisdictions where it operates.
The Group has performed a preliminary calculation of the 'Transitional Safe Harbours' for Pillar Two purposes ('TSH') on the basis of the Ministerial Decree of 20 May 2024, which is based on OECD standards, intended as 'qualifying international agreement on safe harbours' for the purposes of the EU Directive n. 2523/2022 (article 32) and the Italian Pillar Two rules. The Group's assessment also took into consideration: i) Ministerial Decree of 1 July 2024 regarding the implementation of the Italian QDMTT; ii) Ministerial Decree of 11 October 2024 regarding the implementation of the Substance Based Income Exclusion rule' ('SBIE'); and both iii) Ministerial Decree of 20 December 2024 and iv) Ministerial Decree of 27 December 2024, which implemented specific items pursuant to the Italian Pillar Two legislation.
Calculation is based on the accounting data available at the end of December 2024 and no top-up-tax exposure was detected demonstrating the Group commitment to fair and transparent tax management.

BREAKDOWN OF DEFERRED TAXES BY TYPE
Details of deferred tax income/assets and expenses/liabilities posted to the statement of profit or loss and statement of financial position are broken down by type below.

	statement of financial position		statement of profit or loss		other comprehensive income Statements	
	at 31 December 2024		for the year ended 31 December 2024		for the year ended 31 December	
	2024	2023	2024	2023	2024	2023
	€ million	€ million	€ million	€ million	€ million	€ million
Deferred expenses	8.5	9.3	(0.8)	2.6	-	-
Provisions for risk and charges	11.2	1.4	9.8	-	-	-
Unrealized exchange losses	-	9.9	(9.9)	-	-	-
Other	5.8	2.4	3.3	2.6	-	-
Reclassified in reduction of deferred tax liabilities	(25.5)	(23.1)	-	-	-	-
Deferred tax assets	**-**	**-**	**2.4**	**5.1**	**-**	**-**
Accelerated depreciation	(0.1)	(0.1)	-	-	-	-
Gains subject to deferred taxation	(0.1)	(0.1)	-	-	-	-
Goodwill and trademarks deducted locally	(30.5)	(23.9)	(6.6)	(3.2)	-	-
Cash flow hedging	(1.9)	(2.9)	-	-	1.0	5.7
Unrealized exchange profit	-	(7.3)	7.3	(1.9)	-	-
Other	(2.8)	(2.8)	-	-	-	-
Reclassification of deferred tax assets	25.5	23.1	-	-	-	-
Deferred tax liabilities	**(9.9)**	**(14.0)**	**0.7**	**(5.1)**	**1.0**	**5.7**
Total	**(9.9)**	**(14.0)**	**3.1**	**-**	**1.0**	**5.7**

Deferred tax assets arise from temporary differences and mainly relate to costs that are deductible based on certain tax measures, to the creation of taxed provisions (such as the provision for restructuring, inventory impairment, provisions for risks, provision for expected future losses on receivables) and deferred expenses. Temporary differences that entailed reporting deferred tax liabilities related mainly to the amortisation of goodwill and brands, the deferral of gains made in previous years, and, lastly, unrealized exchange-rate gains.
The amounts credited and debited under this item are recognised in the statement of profit or loss for the period or under other comprehensive income or expense if the temporary difference is also recorded under other comprehensive income or expense.

The breakdown of income tax receivables and payables is as follows.

	2024	2023
	€ million	€ million
Income tax receivable	11.3	3.0
Receivables from controlling shareholder for tax consolidation(1)	5.1	11.0
Income tax receivables	**16.3**	**14.0**

(1) Please refer to paragraph 8 v-'Related parties' for more information.

Income tax receivables and payables are all due within 12 months. The corporate income tax payable is shown net of advance payments and taxes deducted at source.

At 31 December 2024, the Company's tax receivables amounted to €16.3 million, which, compared to tax receivables of €14.0 million at 31 December 2023 due to lower taxable income for IRES and IRAP purposes than the previous year, arose mainly from the different business results.

4. OPERATING ASSETS AND LIABILITIES

This section details accounting policies for property, plant and equipment, right of use assets, intangible assets, post-employment plans and share-based payments. Judgements and estimates are stated with regard to goodwill and intangible assets.
This section discloses the information on the assets used to generate the Company's performance and the liabilities incurred.

I. PROPERTY, PLANT AND EQUIPMENT AND RIGHT OF USE

ACCOUNTING POLICY

Property, plant and equipment are stated at cost less accumulated depreciation, which is applied on a straight-line basis to estimated residual values over their expected useful lives. For right of use assets, please refer to the note 3 ix-'Lease components'.
Land, even if acquired in conjunction with a building, is not depreciated, nor are held-for-sale tangible assets reported at the lower of their carrying amount and fair value less cost to sell. Barrels are depreciated based on the useful life, which can vary depending on the maturing work in progress for the liquid. For lease-hold-improvements, the period of depreciation is the shorter of the economic life of the asset and the contract duration of the underlying lease agreement. For right of use assets, unless the Company is reasonably certain that it will obtain ownership of the leased asset at the end of the lease term, they are amortised on a straight-line basis over their estimated useful life or the term of the agreement, whichever is the shorter.
The Company's depreciation rate ranges by asset category are as follows:

- business-related properties and light construction: **~1.5%-10%**;
- plant and machinery: **~3%-10%**;
- furniture, office and electronic equipment: **~10%-20%**;
- vehicles: **~20%-25%**;
- miscellaneous equipment: **~10%-30%**.

Depreciation ceases on the date on which the asset is classified as held for sale or on which the asset is derecognised for accounting purposes, whichever occurs first.

Depreciation rates are revised through an ongoing assessment of the residual useful life of each asset category. This assessment is conducted in accordance with the technical and physical condition of the assets, the technological environment, external factors, and generally accepted market and industry valuation criteria.

The Company performs impairment tests when there is an indication of impairment at the level of individual fixed assets or group of fixed assets to ensure that property, plant and equipment are not carried at above their recoverable amounts.
Borrowing costs are capitalised as part of the cost of an asset, only when generally attributable to a qualifying asset.

DISCLOSURE

	land and buildings	plant and machinery	other	total
	€ million	€ million	€ million	€ million
Carrying amount at the beginning of the period	136.0	191.2	27.1	355.0
Accumulated depreciation at the beginning of the period	(63.2)	(118.2)	(21.6)	(203.0)
at 31 December 2023	**72.7**	**73.8**	**5.5**	**152.0**
Additions[(1)]	119.5	23.6	2.5	145.6
Disposals	-	(0.2)	-	(0.2)
Depreciation	(2.8)	(4.4)	(0.9)	(8.1)
Reclassifications	(0.8)	(1.3)	1.9	-
at 31 December 2024	**188.6**	**91.6**	**9.0**	**289.2**
Carrying amount at the end of the period	254.7	207.9	30.4	493.0
Accumulated depreciation at the end of the period	(66.1)	(116.2)	(21.4)	(203.7)

(1) Additions in property, plant and equipment exclude advances to suppliers for fixed assets, which are considered as capital expenditure in the cash flow.

	land and buildings	plant and machinery	other	total
	€ million	€ million	€ million	€ million
Carrying amount at the beginning of the period	124.4	162.9	26.0	313.3
Accumulated depreciation at the beginning of the period	(60.1)	(111.8)	(20.6)	(192.5)
at 31 December 2022	**64.3**	**51.1**	**5.5**	**120.8**
Additions	12.1	29.2	0.5	41.8
Disposals	-	(0.1)	-	(0.1)
Depreciation	(3.2)	(6.3)	(1.0)	(10.5)
Reclassifications	(0.5)	0.1	0.5	-
Impairment	-	(0.2)	-	(0.2)
at 31 December 2023	**72.7**	**73.8**	**5.5**	**152.0**
Carrying amount at the end of the period	136.0	191.2	27.1	355.0
Accumulated depreciation at the end of the period	(63.2)	(118.2)	(21.6)	(203.0)

LAND AND BUILDINGS

This item included the land occupied by the Novi Ligure facility, the buildings essential for carrying out the business, i.e. the building that accommodates the Company's headquarters, and the Canale, Alghero and Caltanissetta production units. This item also includes the water system, plumbing works and electricity units. Increases totalling €119.5 million during the year were related mainly to the acquisition of the new headquarters in Milan city centre. The borrowing costs associated with the acquisition of this qualified asset and capitalised amounted to €0.2 million, calculated at an interest rate of 2.8%.

PLANT AND MACHINERY

The item included plants, machinery and tanks for the production units and the facilities attached to the Company's headquarters. Increases totalling €23.6 million during the year were related mainly to capacity expansion at some production facilities.

OTHER

This item included various devices, including laboratory equipment and other assets, such as furniture, electronic machines, cars and goods vehicles.

Moreover, sustainability-related investments were carried out and amounted to €1.8 million in the period and referred to energy and climate-related projects in the Italian-based plants.

There are no restrictions or covenants on the aforementioned assets.

right of use assets by nature	**land and buildings**	**plant and machinery**	**other**	**total**
	€ million	**€ million**	**€ million**	**€ million**
at 31 December 2023	**0.1**	**1.9**	**3.2**	**5.2**
Additions	-	0.2	4.2	4.4
Depreciation	-	(0.6)	(1.8)	(2.4)
at 31 December 2024	**0.1**	**1.5**	**5.6**	**7.2**
Carrying amount at the end of the period	0.1	4.2	8.6	12.9
Accumulated depreciation at the end of the period	(0.1)	(2.7)	(2.9)	(5.7)

right of use assets by nature	**land and buildings**	**plant and machinery**	**other**	**total**
	€ million	**€ million**	**€ million**	**€ million**
at 31 December 2022	**0.1**	**2.1**	**1.8**	**4.0**
Additions	-	0.4	2.6	2.9
Depreciation	-	(0.6)	(1.3)	(1.9)
Other changes	-	-	0.2	0.2
at 31 December 2023	**0.1**	**1.9**	**3.2**	**5.2**
Carrying amount at the end of the period	0.1	4.1	5.5	9.7
Accumulated depreciation at the end of the period	-	(2.2)	(2.3)	(4.5)

II. INTANGIBLE ASSETS

ACCOUNTING POLICY

INTANGIBLE ASSETS RECOGNITION

Intangible assets with definite life are recorded at cost, net of accumulated amortisation and any impairment losses.

Intangible assets produced internally are not capitalized. They are reported in the statement of profit or loss in the financial year in which they are incurred; there are no significant development costs to be considered. The costs of innovation projects and studies are fully recorded in the statement of profit or loss in the year in which they are incurred.

Software represents the cost of purchasing assets and licences and, if incurred, external consultancy fees and internal labor costs to prepare the technology so that it is capable of operating in the manner intended by management; there are normally no costs associated with development. These costs are recorded in the year in which the internal or external costs are incurred to train personnel and other related costs.

The following contracts are managed as a service contract with the related costs expensed as they are incurred: cloud computing arrangements under which i) the Company contracts to pay a fee in exchange for a right to access the supplier's application software for a specified term; ii) the cloud infrastructure is managed and controlled by the supplier, insofar as access to the software is on an 'as needed' basis over the internet or via a dedicated line and iii) the contract does not convey any rights over tangible assets to the Company. Any prepayment giving a right to a future service is recognised as a prepaid asset. Detailed analysis is undertaken to determine whether the implementation costs for software hosted under cloud arrangements can be capitalised.

INTANGIBLE ASSETS AMORTISATION AND IMPAIRMENT

Intangible assets with a finite life are amortised on a straight-line basis in relation to their useful life. They are reviewed for impairment whenever events or circumstances indicate that the carrying amount may not be recoverable. The amortisation period of intangible assets with a finite life is reviewed at least at the end of every financial year to ascertain any changes in their useful life, which, if identified, will be treated as changes in estimates.

INTANGIBLE ASSETS WITH INDEFINITE LIFE IMPAIRMENT TEST

Goodwill, brands and other intangible assets with an indefinite life are not amortised and are reviewed for impairment tests every year or more frequently if there is any indication that the asset may be impaired. The annual approval of the impairment test results is performed by the Board of Directors of Davide Campari-Milano N.V., which takes place before the approval of the annual financial reports (consolidated and Company only). The ability to recover the assets is ascertained by comparing the carrying amount to the related recoverable value, which is represented by the higher of the fair value, less cost of disposal, and the value in use.

In the absence of a binding sale agreement, the fair value is estimated based on recent transaction values in an active market or based on the best information available to determine the amount that could be obtained from selling the asset. The value in use is determined by discounting expected cash flows resulting from the use of the asset and, if significant and reasonably determinable, the cash flows resulting from its sale at the end of its useful life. Cash flows are determined based on reasonable, documented assumptions representing the best estimate of the future economic conditions that will occur during the remaining useful life of the asset, with greater weight given to external information. Growth rate assumptions are applied to the years beyond the business plan horizon. The discount rate applied considers the implicit risk of the business segment.

When it is not possible to determine the recoverable value of an individual asset, the Company estimates the recoverable value of the cash-generating unit to which the asset belongs.

Impairment loss is recorded if the recoverable value of an asset is lower than its carrying amount by posting the related cost in the statement of profit or loss. Goodwill impairments can no longer be written back.

DISCLOSURE

GOODWILL AND BRANDS

At 31 December 2024, goodwill and brands amounted to €355.30 million and €378.7 million, respectively.
Changes in goodwill and brands during 2024 and 2023 are shown in the tables below.

	goodwill	brands	total
	€ million	€ million	€ million
at 31 December 2023	355.3	388.2	743.5
Amortisation	-	(0.2)	(0.2)
Impairment loss	-	(9.4)	(9.4)
at 31 December 2024	**355.3**	**378.7**	**734.0**

	goodwill	brands	total
	€ million	€ million	€ million
at 31 December 2022	**355.3**	**388.4**	**743.7**
Amortisation	-	(0.2)	(0.2)
at 31 December 2023	**355.3**	**388.2**	**743.5**

Impairment loss of €9.4 million referred entirely to the Bulldog brand.
Refer to the paragraph 'Impairment test on goodwill and brands' for more information regarding the aforementioned impairment loss.

The breakdown of the brands is as follows.

	at 31 December	
	2024	2023
	€ million	€ million
Trademarks with indefinite useful life		
Picon	123.6	123.6
The GlenGrant and Old Smuggler	88.8	88.8
Averna and Braulio	65.5	65.5
Frangelico	54.0	54.0
Bulldog	25.6	35.0
Riccadonna-Mondoro, of which:	12.3	12.3
Riccadonna	*11.3*	*11.3*
Mondoro	*1.0*	*1.0*
Del Professore	6.4	6.4
Cynar	1.6	1.6
Cinzano	0.8	0.8
Total trademarks with indefinite useful life	**378.5**	**387.9**
Trademarks with definite useful life	-	-
X-Rated Fusion Liqueur	0.2	0.3
Total trademarks	**378.7**	**388.2**

Brands with a finite life include the X-Rated Fusion Liqueur brand. In 2015, its useful life was reviewed and determined as a total of ten years from 2016 to 2025.

INTANGIBLE ASSETS WITH A FINITE LIFE

Changes in this item that occurred in 2024 and 2023 are shown in the tables below.

	software	other	total
	€ million	€ million	€ million
Carrying amount at the beginning of the period	108.8	11.2	120.0
Accumulated amortisation at the beginning of the period	(74.1)	(9.2)	(83.3)
at 31 December 2023	**34.7**	**2.0**	**36.7**
Additions	30.6	-	30.6
Disposal	(5.4)	-	(5.4)
Amortisation	(12.0)	(0.7)	(12.7)
at 31 December 2024	**48.0**	**1.3**	**49.3**
Carrying amount at the end of the period	133.5	11.2	144.7
Accumulated amortisation at the end of the period	(85.5)	(9.9)	(95.4)

	software	other	total
	€ million	€ million	€ million
Carrying amount at the beginning of the period	95.1	11.2	106.3
Accumulated amortisation at the beginning of the period	(62.1)	(8.5)	(70.6)
at 31 December 2022	**33.0**	**2.7**	**35.7**
Additions	19.9	-	19.9
Disposal	(5.5)	-	(5.5)
Amortisation	(12.0)	(0.7)	(12.7)
Impairment	(0.6)	-	(0.6)
at 31 December 2023	**34.7**	**2.0**	**36.7**
Carrying amount at the end of the period	108.8	11.2	120.0
Accumulated amortisation at the end of the period	(74.1)	(9.2)	(83.3)

Intangible assets with a finite life are amortised according to their remaining useful life.
Net investment in information technology, totalling €30.6 million, primarily related to projects to continuously upgrade the new information technology environment.

IMPAIRMENT TEST ON GOODWILL AND BRANDS

Goodwill and brands with an indefinite life are not amortised but are instead subject to impairment tests, which are carried out annually or more frequently if events or changes in circumstances indicate a possible loss.
The recoverable amount of an asset is the greater of its 'fair value less the cost to sell' and its 'value in use'. With reference to the goodwill of Davide Campari-Milano N.V., the entire entity is identified as the lowest level of cash-generating unit and the recoverable amount was measured using the fair value criterion minus the cost of sales. This methodology applies parameters associated with the valuation assigned to comparable businesses acquired in an active market in terms of the type of business acquired and transaction structure. These are implicit parameters or multiples derived from the ratio between the acquisition price and specific economic and financial values relating to comparable transactions. The fair value method was used to determine the recoverable amount of goodwill, using the EV/EBITDA (enterprise value/earnings before interest, taxes, depreciation and amortisation) multiple associated with those samples of comparable acquisitions in the spirit sector. The multiples considered reflected the average industry transaction EBITDA multiples, applied to the relevant profitability generated by the Company. The average multiple applied was c.18 times. The use of this multiple is considered particularly effective as it avoids distortions caused by different tax regulations, financial structures as well as extraordinary profit and facilitates comparison at international level.
In 2024, the impairment test confirmed the full recoverability of the goodwill booked in the Company with sufficient headroom to exclude impairment losses that may arise from meaningful business downside risks. Moreover, a sensitivity analysis of the recoverable amount based on the fair value was performed conservatively, assuming a reduction of 10% and 20% to the metrics to which the multiple is applied. The sensitivity analyses confirmed the full recoverability of the value recorded for the goodwill.
It should be noted that the brand values booked in the separate financial statements of Davide Campari-Milano N.V. have already been tested within the impairment test of trademark values at Group level, confirming their full recoverability (for details on the methodology, please refer to note 4 ii-'Intangible assets-Impairment test on goodwill and brands' of the Campari Group consolidated financial statements at 31 December 2024).

III. INVESTMENTS IN SUBSIDIARIES AND JOINT-VENTURES

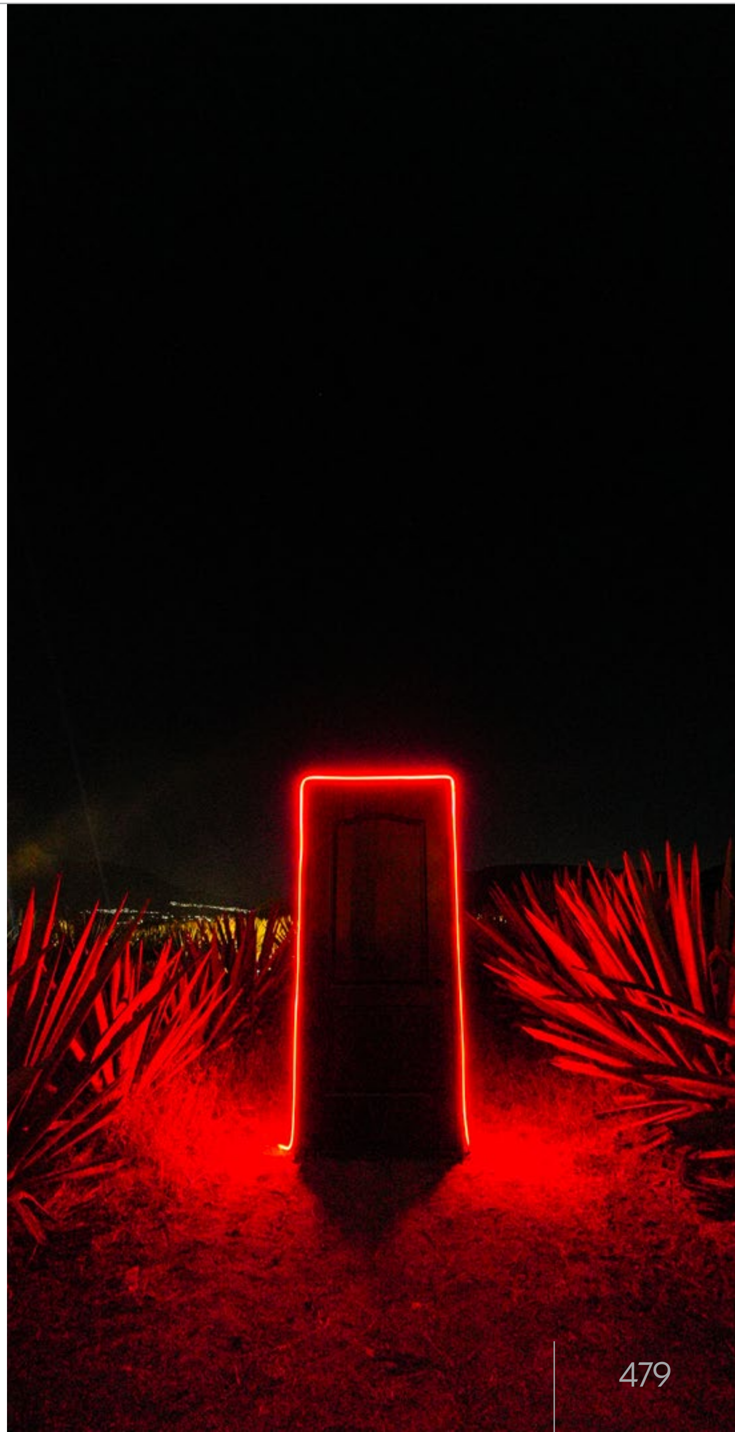
ACCOUNTING POLICY

Subsidiaries are entities over which the Company has control: control is achieved when the Company has valid rights which enable it to use its power over the investee to affect the amount of the investor's returns.
Investments in subsidiaries are recorded at cost, including purchase price and other costs directly attributable to the acquisition, such as professional fees for legal services, transfer taxes and other transaction costs.
The initial recognition of the cost of the subsidiary is inclusive of the payments made at inception and the best estimate of any variable or contingent considerations, having as reference the consideration the acquirer transfers in the context of a business combination, managed at Campari Group level, even in the form of exercise price of options on non-controlling interests, giving the acquirer present access to returns associated with the ownership interest in the shares subject to the option. Options not giving the acquirer present access to returns associated with the ownership interest in the shares subject to the option are derivative financial instruments accounted for at fair value, with any subsequent change in the fair value recognised in the statement of profit or loss.
Investments are finally tested for impairment every time there is an impairment indicator due to one or more events that occurred after the initial recognition, which impact the future cash flows of the subsidiaries and the dividends they could distribute. If the tests show evidence of impairment, the loss in value must be recorded as an impairment in the statement of profit or loss and the carrying amount is consequently reduced to its recoverable amount, usually determined based on the higher of the value in use and fair value less costs of disposal. If the subsidiary's losses exceed its share capital and reserves, the carrying amount of the investment is derecognised and the portion of any further losses is posted to liabilities as a specific provision reflecting the extent to which the Company is required to fulfil legal or implicit obligations concerning the subsidiary or, at least, to cover its losses.
For detailed information on the accounting policy on joint-ventures, please refer to note 3 x-'Share of profit (loss) of joint-ventures'.

DISCLOSURE

The list of investments in direct and indirect subsidiaries, including additional information extracted from their last financial statements available or approved by the legally competent bodies, is as follows.

Name			Share value	Equity value	Profit (loss) of the year	Investment percentage		Carrying amount
	Head office	Currency	In local currency (LC)	€ million	€ million	Direct	Indirect	€ million
Campari (Beijing) Trading Co. Ltd.	Beijing	CNY	104,200,430	(6.6)	1.7	100.00	-	5.3
Campari America, LLC	New York	USD	566,321,274	1,444.9	8.1	100.00	-	520.6
Campari Argentina S.A.[1]	Buenos Aires	ARS	1,179,565,930	27.9	(9.6)	98.81	1.19	30.6
Campari Australia Pty Ltd.	Sydney	AUD	56,500,000	59.0	0.7	100.00	-	43.6
Campari Austria GmbH	Wien	EUR	500,000	3.6	2.9	100.00	-	2.3
Campari Benelux S.A.	Bruxelles	EUR	1,000,000	2.8	1.7	61.01	38.99	4.5
Campari Deutschland GmbH	Munich	EUR	5,200,000	23.2	7.6	100.00	-	19.8
Campari do Brasil Ltda.	Alphaville-Barueri-SP	BRL	36,870,056	42.0	12.2	100.00	-	36.1
Campari España S.L.U.	Barcelona	EUR	4,279,331	715.3	(25.5)	100.00	-	694.8
Campari India Private Ltd.[2]	New Delhi	INR	172,260	1.7	(0.2)	99.99	0.01	1.6
Campari International S.r.l.	Sesto San Giovanni	EUR	700,000	4.4	1.3	100.00	-	2.7
Campari Mexico S.A. de C.V.	Guadalajara	MXN	5,525,434,642	241.0	(2.4)	-	100.00	-
Campari New Zealand Ltd.	Auckland	NZD	10,000	2.0	0.5	-	100.00	-
Campari Peru SAC[3]	Lima	PEN	34,733,588	12.9	0.6	-	100.00	-
Campari RUS LLC	Moscow	RUB	210,000,000	11.4	1.8	100.00	-	12.0
Campari Schweiz A.G.	Baar	CHF	500,000	2.9	2.1	100.00	-	5.2
Campari Singapore Pte Ltd.	Singapore	SGD	19,100,000	14.5	0.1	100.00	-	15.0
Campari South Africa Pty Ltd.	Cape Town	ZAR	310,247,750	20.0	1.3	-	100.00	-
Campari Ukraine LLC	Kiev	UAH	87,396,209	6.0	1.5	99.00	1.00	0.2
Forty Creek Distillery Ltd.[3]	Grimsby	CAD	105,500,100	37.9	(0.4)	100.00	-	77.3
Glen Grant Ltd.	Rothes	GBP	164,949,000	315.0	4.9	100.00	-	334.5
J. Wray&Nephew Ltd.	Kingston	JMD	750,000	299.2	33.3	-	100.00	-
Campari Hellas Single Member Societe Anonyme	Volos	EUR	6,811,220	24.0	4.5	100.00	-	29.2



Name			Share value	Equity value	Profit (loss) of the year	Investment percentage		Carrying amount
	Head office	Currency	In local currency (LC)	€ million	€ million	Direct	Indirect	€ million
Société des Produits Marnier Lapostolle S.A.S.	Paris	EUR	62,941,820	1,297.7	6.1	100.00	-	1,776.2
Campari France S.A.S.	Paris	EUR	262,093,200	1,376.1	(20.0)	-	100.00	-
Campari Mixology S.r.l.	Milano	EUR	68,880	0.4	(4.0)	100.00	-	8.1
Campari Mexico Destiladora S.A. de C.V.	San Ignacio Cerro Gordo	MXN	10,100,000	0.1	(0.3)	-	100.00	-
Bellonnie et Bourdillon Successeurs S.A.S.	Ducos Martinique	EUR	5,100,000	(1.6)	(7.7)	-	96.53	-
Distilleries Agricole de Sainte Luce S.A.S.	Ducos Martinique	EUR	2,000,000	(2.9)	(1.3)	-	96.53	-
SCEA Trois Rivières	Ducos Martinique	EUR	5,920	0.9	0.1	-	96.53	-
Casa Montelobos S.A.P.I. de C.V.	Mexico City	MXN	5,247,771	(7.5)	(5.6)	-	100.00	-
Licorera Ancho Reyes y cia S.A.P.I. de C.V.	Mexico City	MXN	73,972	2.2	0.5	-	100.00	-
Champagne Lallier S.A.S.	Ay	EUR	3,778,450	(21.6)	(12.9)	-	100.00	-
Eric Luc	Ay	EUR	700,000	1.2	(0.2)	-	95.00	-
Wilderness Trace Distillery, LLC	Kentucky	USD	-	74.6	13.7	-	70.00	-
Wilderness Trail Distillery, LLC	Kentucky	USD	-	-	-	-	70.00	-
Campari Korea Co. Ltd.	Seoul	KWD	2,000,000,000	5.0	0.7	-	100.00	-
Campari Japan Limited	Tokyo	YEN	100,000,000	8.1	1.9	100.00	-	12.9
Thirsty Camel Limited	Auckland	NZD	5,180,000	(5.1)	(4.1)	-	100.00	-
Courvoisier S.A.S.	Châteauneuf-Sur-Charente	EUR	168,100,293	449.5	(10.0)	-	100.00	-
L. De Salignac&CIE	Châteauneuf-Sur-Charente	EUR	1,143,750	7.0	0.3	-	100.00	-
Distillerie Charentaise Jubert S.A.S	Châteauneuf-Sur-Charente	EUR	329,400	2.8	-	-	100.00	-
SCEA Domaine Guilloteau	Châteauneuf-Sur-Charente	EUR	10,000	0.1	-	-	85.00	-
SICA Des Baronnies de Jarnac(4)	Châteauneuf-Sur-Charente	EUR	116,516	0.1	-	-	16.38	-
SICA Quinze des Borderies et Champagnes(4)	Châteauneuf-Sur-Charente	EUR	168,147	0.2	-	-	5.42	-
Association Coopérative des Bouilleurs de Cru(4)	Châteauneuf-Sur-Charente	EUR	248,561	0.3	-	-	1.96	-
Total investments in subsidiaries								**3,632.6**

(1) The share capital does not include effects related to the hyperinflation accounting standard.
(2) All data, excluding carrying amount, are at 31 March 2024.
(3) Includes the capital contribution.
(4) All data, excluding carrying amount, are at 31 October 2024.

The following table reflects the changes in investments in subsidiaries and joint-ventures.

€ million	at 31 December 2023	contribution in kind[(1)]	increases	decreases	merger values	at 31 December 2024
Campari America, LLC	515.4	5.1	-	-	-	520.5
Campari Benelux S.A.	4.3	0.2	-	-	-	4.5
Campari do Brasil Ltda.	57.8	0.2	-	(21.9)	-	36.1
Campari España S.L.U.	628.3	1.5	65.0	-	-	694.8
Campari International S.r.l.	2.3	0.4	-	-	-	2.7
Campari Argentina S.A.	16.1	0.2	14.2	-	-	30.6
Campari Australia Pty Ltd.	43.0	0.6	-	-	-	43.6
Campari Austria GmbH	2.2	0.2	-	-	-	2.3
Campari (Beijing) Trading Co. Ltd.	5.3	-	-	-	-	5.3
Campari Deutschland GmbH	19.0	0.8	-	-	-	19.8
Campari Schweiz A.G.	5.0	0.2	-	-	-	5.2
Campari Ukraine LLC	0.1	-	-	-	-	0.2
Forty Creek Distillery Ltd.	76.9	0.5	-	-	-	77.3
Campari RUS LLC	12.0	-	-	-	-	12.0
Campari Hellas Single Member Societe Anonyme	29.0	0.2	-	-	-	29.2
Campari Singapore Pte Ltd.	14.3	0.7	-	-	-	15.0
Campari India Private Ltd.	1.6	-	-	-	-	1.6
Campari Japan Limited	11.7	-	1.2	-	-	12.9
Glen Grant Ltd.	164.3	1.5	168.6	-	-	334.5
Société des Produits Marnier Lapostolle S.A.S.	655.0	1.2	1,120.0	-	-	1,776.2
Campari Mixology S.r.l.	6.2	-	3.5	(2.4)	0.8	8.1
Terrazza Aperol S.r.l.	0.8	-	-	-	(0.8)	-
Investments in subsidiaries	**2,270.6**	**13.7**	**1,372.5**	**(24.3)**	**-**	**3,632.6**
Dioniso S.r.l.	32.2	-	11.0	(34.7)	-	8.5
Investments in joint-ventures	**32.2**	**-**	**11.0**	**(34.7)**	**-**	**8.5**
Total investments	**2,302.8**	**13.7**	**1,383.5**	**(58.9)**	**-**	**3,641.1**

(1) Contribution in kind refers to the value of share-based payment plans awarded to the Company's employees working in subsidiaries.

The changes in the investments in subsidiaries during the year were mainly to related to the following subsidiaries:

- capital contribution to Campari España S.L.U. of €65.0 million was completed in June 2024, to support the acquisition of the remaining 49% minority interests in Licorera Ancho Reyes y cia, S.A.P.I. de C.V. and Casa Montelobos, S.A.P.I. de C.V.;
- increase in Campari Argentina S.A. in June 2024 for €14.2 million, following the waiver of intercompany credit held in Campari Argentina S.A.;
- capital contribution to Glen Grant Ltd. of €168.6 million executed in November 2024, to support the acquisition of a 15.4% minority stake in Capevin Holdings Proprietary Limited;
- capital contribution to Société des Produits Marnier Lapostolle S.A.S. of €1,120.0 million executed in June 2024, to support the acquisition of 100% of Beam Holdings France S.A.S. (renamed Courvoisier Holding France S.A.S.), which in turn owns 100% of Courvoisier S.A.S., the owner of the Courvoisier brand;
- a capital contribution to Campari Mixology S.r.l. for €3.5 million was completed in December 2024.

Among the other movements of the period, the decreases were attributable to returns of capital by Campari do Brasil Ltda. as a refund of the capital originally paid (€21.9 million) or to impairment loss allocation, following an in-depth analysis to identify any triggering indicators on the recoverability of the value of investment. In this respect, an impairment loss was identified for the investment in Campari Mixology S.r.l. for €2.4 million, due to challenging business performance in a normalizing consumption environment. With respect to the merger values, the movement of the year was driven by the merger of Terrazza Aperol S.r.l. within Campari Mixology S.r.l. with an effective date for statutory and tax purposes of 1 January 2024.

The changes in interests joint-ventures during the year were related to Dioniso S.r.l., which was subject to a capital contribution of €11.0 million. The joint-venture value was afterwards reduced by €34.7 million due to the application of the equity method valuation at year-end.

IV. OTHER NON-CURRENT ASSETS

DISCLOSURE

		31 December
	2024	2023
	€ million	€ million
Equity investment in other companies	0.1	4.0
Other non-current receivables from related parties	0.1	0.1
Other non-current tax receivables	1.1	2.0
Total other non-current assets	**1.3**	**6.2**

The reduction in equity investment in other companies was attributable to the disposal of minor agency brands connected with operating investments with €4.0 million losses recognised in the share of profit (loss) in joint-ventures and other investments in the profit or loss statements.

V. OTHER CURRENT ASSETS

DISCLOSURE

		31 December
	2024	2023
	€ million	€ million
Advances to suppliers	-	16.2
Prepaid expenses	9.0	7.5
Receivables from related parties	8.8	8.2
Other	4.2	4.9
Other current assets	**22.1**	**36.8**

All receivables are due within 12 months, and their carrying amount is considered to be close to their fair value.
The advances to suppliers are principally related to the purchase of fixed assets.
For further details on receivables from related parties, please refer to note 8 v-'Related parties' of this Company only financial statements.

The table below reflects a breakdown of receivables (the full other current asset balance excluding prepaid expenses) by maturity.

at 31 December 2024	other receivables(1)	of which related parties	provision for bad debts
	€ million	€ million	€ thousand
Not overdue	**12.9**	**8.8**	**-**
Overdue	**0.3**	**-**	**(0.1)**
Less than 30 days	0.2	-	
Within 1 year	0.1	-	(0.1)
Total receivables broken down by maturity	**13.2**	**8.8**	**(0.1)**
Amount impaired	(0.1)		
Total	**13.1**		

(1) The item does not include prepaid expenses.

at 31 December 2023	other receivables(1)	of which related parties	provision for bad debts
	€ million	€ million	€ thousand
Not overdue	**22.7**	**8.2**	**-**
Overdue	**6.7**	**-**	**(0.1)**
Less than 30 days	0.7	-	
30-90 days	0.2	-	-
Within 1 year	2.3	-	-
Within 5 years	2.0	-	-
Due after 5 years	1.4	-	(0.1)
Total receivables broken down by maturity	29.4	**8.2**	**(0.1)**
Amount impaired	(0.1)		
Total	**29.2**		

(1) The item does not include prepaid expenses.

The tables below provide information on the composition of the provision for bad debt and the related credit risk exposure for the Company's other current receivables using a provisional matrix. The movements in the provision during the year were negligible in 2024 and 2023.

other current receivables days past due since[1]

at 31 December 2024	current	less than 30 days	30-90 days	1 year	5 years	more than 5 years	total
	€ million	€ million	€ million	€ million	€ million	€ million	€ million
Credit loss rate	-	-	-	1.1%	-	-	1.1%
Estimated total gross carrying amount at default	13.1	0.2	-	0.1	-	-	13.4%
Provision for expected credit losses and bad debt	-	-	-	(0.1)	-	-	(0.1)

(1) The item does not include receivables to related parties.

Other current receivables days past due since[1]

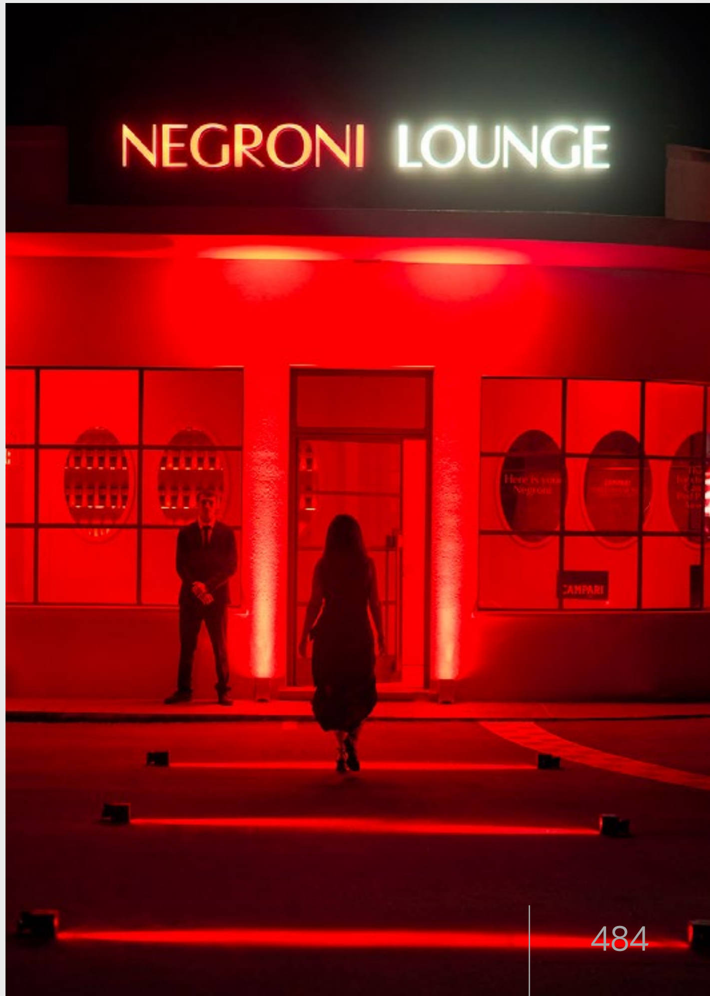
at 31 December 2023	current	less than 30 days	30-90 days	1 year	5 years	more than 5 years	total
	€ million	€ million	€ million	€ million	€ million	€ million	€ million
Credit loss rate	-	-	-	-	-	0.4%	0.4%
Estimated total gross carrying amount at default	21.1	0.7	0.8	2.1	2.7	1.4	28.7
Provision for expected credit losses and bad debt	-	-	-	-		(0.1)	(0.1)

(1) The item does not include receivables to related parties.

VI. OTHER NON-CURRENT LIABILITIES

ACCOUNTING POLICY

For detailed information on the accounting policy on post-employment plans, please refer to note 8 iv-'Defined benefit plans.



DISCLOSURE

		31 December
	2024	2023
	€ million	€ million
Employee benefit[1]	13.9	31.8
Other	-	0.7
Other non-current liabilities	**13.9**	**32.5**

(1) Including non-recurring last mile long-term incentive schemes in 2023.

VII. OTHER CURRENT LIABILITIES

DISCLOSURE

		31 December
	2024	2023
	€ million	€ million
Payables to staff	29.9	35.8
Payables to agents	1.2	1.1
Deferred income	2.9	3.3
Value added tax	0.1	-
Tax on alcohol production	1.3	0.2
Withholding and miscellaneous taxes	3.7	2.0
Other current liabilities to related parties	4.1	-
Payables to controlling shareholder for VAT consolidation	2.5	3.2
Other	2.6	4.1
Other non-current liabilities	**48.3**	**49.9**

(1) Please refer to paragraph 8 v-'Related parties' for more information.

The following table shows a breakdown of payables by due date.

at 31 December 2024	on demand	within 1 year	total
	€ million	€ million	€ million
Other payables	0.2	48.1	48.3
of which related parties	-	6.6	6.6
Total	**0.2**	**48.1**	**48.3**

at 31 December 2023	on demand	within 1 year	total
	€ million	€ million	€ million
Other payables	0.3	49.6	49.9
of which related parties	-	3.3	3.3
Total	**0.3**	**49.6**	**49.9**

VIII. CAPITAL GRANTS

Capital grants were mainly related to the funds received for investments in production plants at Novi Ligure. At 31 December 2024, deferred income in relation to capital grand totalled €2.9 million (€3.3 million at 31 December 2023) with an effect posted to the statement of profit or loss of €0.4 million (negative €1.0 million in 2023).

5. OPERATING WORKING CAPITAL

This section details accounting policies for trade receivables, payables and inventory. Moreover, this section discloses the information on the Company's operating working capital composition broken down into the various items that are managed to generate the Company's performance.

I. TRADE RECEIVABLES

ACCOUNTING POLICY

For details on the accounting policy, please refer to note 6 i-'Financial instruments.'

	31 December	
	2024	2023
	€ million	€ million
Trade receivables from third parties	27.7	31.3
Trade receivables from related parties	172.7	160.2
Receivables in respect of contributions to promotional costs	0.6	0.3
Trade receivables	**201.1**	**191.8**

The carrying amount of the receivables due within 12 months is considered to be close to their fair value.
At 31 December 2024, the trade receivables item is reported net of the related impairment provision for expected future losses, reflecting the effective collection risk. Compared to the last year, the increase in receivables was mainly related to increased net sales thanks to the positive business performance. As a percentage of net sales, trade receivables amounted to 18.7%, slightly up from 18.4% in 2023.
For further details on receivables from related parties, please refer to note 8 v-'Related parties'.

The table below reflects receivables broken down by maturity.

at 31 December 2024	trade receivables[1]	*of which related parties*	provision for expected future losses
	€ million	*€ million*	€ million
Not overdue	**124.3**	***113.3***	**-**
Overdue	**77.6**	***59.5***	**(0.8)**
Less than 30 days	36.5	*20.9*	-
30-90 days	8.0	*6.7*	(0.1)
Within 1 year	17.3	*17.0*	(0.1)
Within 5 years	14.6	*14.3*	(0.1)
Due after 5 years	1.2	*0.6*	(0.6)
Total receivables broken down by maturity	**201.9**	***172.7***	**(0.8)**
Amount impaired	(0.8)		
Total	**201.1**	***172.7***	

(1) The item does not include prepaid expenses.

at 31 December 2023	trade receivables[1]	*of which related parties*	provision for expected future losses
	€ million	*€ million*	€ million
Not overdue	**106.9**	***107.4***	**-**
Overdue	**85.7**	***52.8***	**(0.9)**
Less than 30 days	33.1	*4.1*	-
30-90 days	14.1	*12.1*	-
Within 1 year	26.1	*25.5*	-
Within 5 years	12.4	*11.0*	(0.9)
Total receivables broken down by maturity	**192.6**	***160.2***	**(0.9)**
Amount impaired	(0.9)		
Total	**191.7**	***160.2***	

(1) The item does not include prepaid expenses.

The table below sets out the information in relation to the credit risk exposure on the Company's trade receivables using a provision matrix:

	trade receivables days past due[1]						
at 31 December 2024	**current**	**less than 30 days**	**30-90 days**	**within 1 year**	**within 5 years**	**after 5 years**	**total**
	€ million	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**
Credit loss rate	-	-	0.3%	0.3%	0.3%	1.9%	2.8%
Estimated total gross carrying amount at default	11.0	15.6	1.3	0.3	0.4	0.7	29.1
Provision for expected credit losses	-	-	(0.1)	(0.1)	(0.1)	(0.6)	(0.8)

(1) The table does not include receivables from related parties.

	trade receivables days past due[1]						
at 31 December 2023	**current**	**less than 30 days**	**30-90 days**	**within 1 year**	**within 5 years**	**after 5 years**	**total**
	€ million	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**
Credit loss rate	-	-	-	-	3%	-	3%
Estimated total gross carrying amount at default	(0.4)	29.0	2.0	0.5	1.4	-	32.5
Provision for expected credit losses	-	-	-	-	(0.9)	-	(0.9)

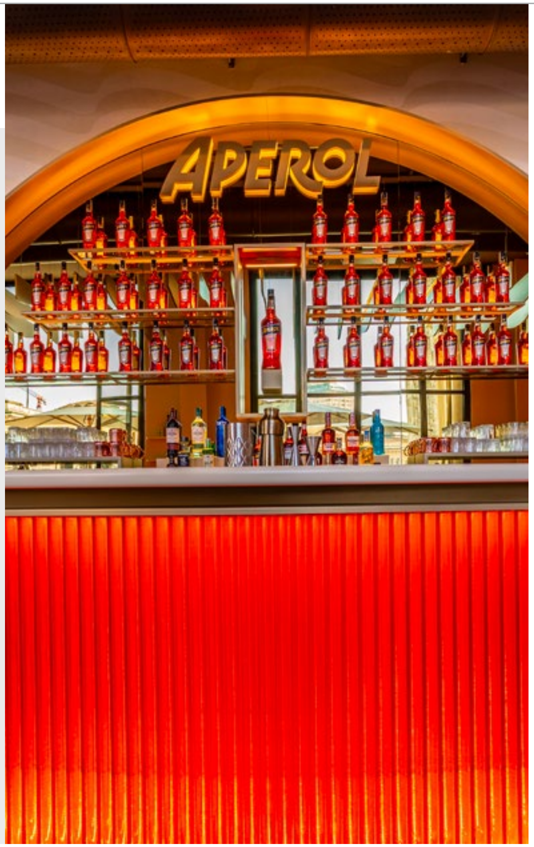
(1) The table does not include receivables from related parties.

Overall, the amount of the provision and the level of utilization over the years confirmed that the Company is exposed to a cluster of customers and markets that are not significantly affected by credit risk.

II. TRADE PAYABLES

ACCOUNTING POLICY

For details on the accounting policy, please refer to note 6 i-'Financial instruments.'



DISCLOSURE

	31 December 2024	2023
	€ million	€ million
Trade payables to third parties	186.8	145.9
Trade payables to related parties	30.8	26.6
Trade payables	217.6	172.5

at 31 December 2024	on demand	within 1 year	due in 1 to 2 years	total
	€ million	€ million	€ million	€ million
Trade payables	-	217.6	-	217.6
of which related parties	-	30.8	-	30.8
Total	**-**	**217.6**	**-**	**217.6**

at 31 December 2023	on demand	within 1 year	due in 1 to 2 years	total
	€ million	€ million	€ million	€ million
Trade payables	4.2	168.3	-	172.5
of which related parties	0.8	25.8	-	26.6
Total	4.2	168.3	-	172.5

The payment terms applied to suppliers are generally 60 days from the end of the month of the invoice.
The increase in the 2024 balance at year-end compared to the previous year was mainly related to phasing effects. The balance also reflected the reverse factoring program launched in previous years in cooperation with an external banking provider, which amounted to €16.3 million in 2024 (€25.3 million at 31 December 2023).

The above payables are all due within 12 months. For further details on payables to related parties, see note 8 v-'Related parties'.

The program led to a consistent average extension of payment terms to 30 days across both years, as disclosed. Given the nature of the program and the substance of the transaction, the trade payables under reverse factoring agreements continued to be classified as a component of the Company's operating working capital with no separate disclosure as primary line items of the Company financial statements in consideration of the total exposure.

III. INVENTORIES

ACCOUNTING POLICY

Inventories are stated at the lower of cost and net realisable value. Costs of finished product include raw materials, supplies and consumables, direct labour and expenses and an appropriate proportion of production and other overheads. Cost is calculated at the weighted average cost incurred in acquiring inventories.

DISCLOSURE

		31 December
	2024	2023
	€ million	€ million
Finished goods	59.2	102.2
Work in progress	44.3	41.9
Raw materials, supplies and consumables	22.0	20.0
Maintenance materials	2.7	2.2
Inventories	**128.2**	**166.4**

The value of finished goods has decreased as a result of improved inventory management, driven by more efficient stock control, optimized supply chain processes, and a strategic approach to demand forecasting.

Inventories are reported net of the relevant impairment provisions amounting to €2.2 million (€2.0 million in 2023).

	€ million
at 31 December 2023	**2.0**
Accruals	3.0
Utilization	(2.8)
at 31 December 2024	**2.2**

	€ million
at 31 December 2022	**1.3**
Accruals	2.8
Utilization	(2.1)
Other	(0.1)
at 31 December 2023	**2.0**

6. NET FINANCIAL DEBT

This section details accounting policies for financial assets and related impairment, financial liabilities, derecognition of financial assets and liabilities, financial derivatives and hedging transactions, financial guarantees and lease components. Judgements and estimates are stated with regard to incremental interest rates for lease transactions. This section provides details of the Company's net financial debt composition broken down into the various items.

I. FINANCIAL INSTRUMENTS

ACCOUNTING POLICY

Financial instruments held by the Company are categorized as follows.

FINANCIAL ASSETS, INCLUDING TRADE AND OTHER RECEIVABLES

Financial assets include investments, short-term securities and financial receivables, which, in turn, include the positive fair value of financial derivatives, trade and other receivables and cash and cash equivalents. Trade receivables arise from contracts with customers and are recognised when performance obligations are satisfied. The consideration due is unconditional as only the passage of time is required before the payment is received.
Cash and cash equivalents include cash, bank deposits and highly liquid securities that are readily convertible into cash and are subject to an insignificant risk of a change in value. Deposits and securities included in this category mature in less than three months based on the conditions existing on the date of the acquisition of the asset. Current securities include short-term securities or marketable securities that represent a temporary investment of cash and do not meet the requirements for classification as cash and cash equivalents.

Financial assets are classified and measured based on a business model developed by the Company. The business model has been defined at a level that reflects how groups of financial assets are managed to achieve a particular business objective. The model's measurement process requires an assessment based on both quantitative and qualitative factors relating to, for example, how the performance of the financial assets in question is communicated to management with strategic responsibilities and how the risks connected with these financial assets are managed.
The Company measures a financial asset at amortised cost if it meets both of the following conditions:

- it is held under a business model whose objective is to hold assets aiming to collect contractual cash flows; and
- its contractual terms and conditions are such that the cash flows generated by the asset are attributable exclusively to payments of the principal and the related interest.

Financial assets measured at amortised cost are measured at fair value at the time of initial recognition; subsequent measurements reflect the repayments made, the effects of applying the effective interest method and any write-downs. Any gain or loss made on derecognition is recognised in profit or loss, together with foreign exchange gains and losses.

Financial assets also include investments in companies that are not held for trading. These assets are strategic investments, and the Company has decided to recognise changes in the related fair values through profit or loss ('FVTPL').

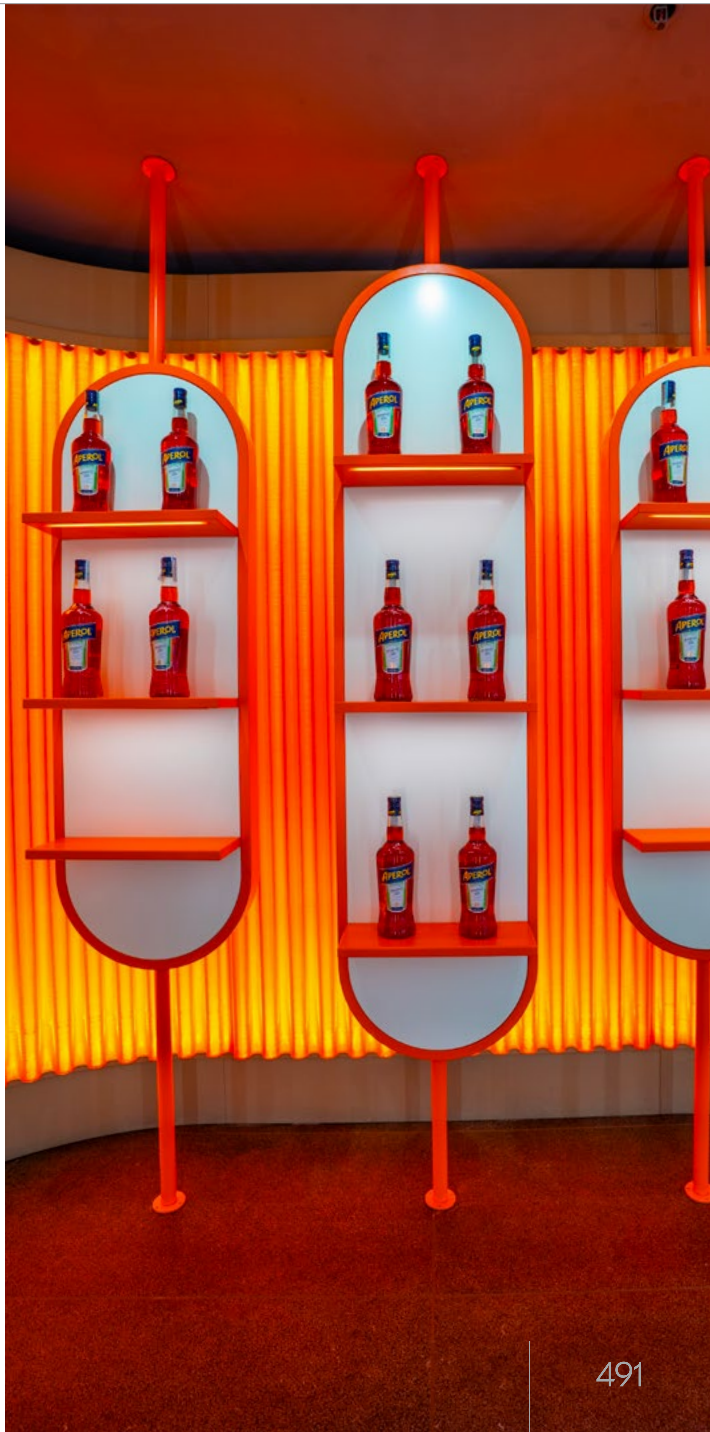
Financial assets represented by debt securities are classified and valued in the statement of financial position based on the business model adopted to manage these financial assets and the financial flows associated with each financial asset. They are measured at fair value through other comprehensive income ('FVOCI') if all the conditions required by IFRS 9 are respected.

IMPAIRMENT OF A FINANCIAL ASSET
Financial assets are tested for recoverability by applying an impairment model based on the expected credit loss ('ECL').
The Company applies the simplified method for trade receivables, which considers the probabilities of default over the financial instrument's life (lifetime expected credit losses). In making impairment assessments, the Company considers its historical credit loss experience, adjusted for forward-looking factors specific to the nature of the Company's receivables and economic environment. If any such evidence exists, an impairment loss is recognised under selling, general and administrative expenses. More specifically, non-performing receivables are analysed based on the debtor's creditworthiness and ability to pay the sums due, as well as the degree of effective coverage provided by any collateral and personal guarantees in existence.
With regard to trade receivables, the Group has defined a matrix-based approach for the Company, aiming to estimate impairment losses. The provision matrix, including the overall actual result of the year, is reported in the relevant disclosure notes.
With respect to intercompany receivables, the expected credit loss risk is minimal, as intercompany cash flows are managed in a unified and coordinated manner at the Group level. Consequently, exposures are vigilantly monitored, and the risk of loss is deemed negligible.
A financial asset is impaired when internal or external information indicates that it is unlikely that the Company will receive the full contractual amount.
Lastly, with regard to other financial assets measured at amortised cost and, more specifically, cash and cash equivalents, the impact in terms of expected loss is not considered material. For this reason, no adjustment is made to the book values.

FINANCIAL LIABILITIES, INCLUDING TRADE AND OTHER PAYABLES
Financial liabilities include financial payables, bonds and loans due to banks, which, in turn, include the negative fair value of financial derivatives, trade payables and other payables, including contingent consideration and variable payments deriving from business combinations or asset deals.
Financial liabilities are classified and measured at amortised cost, except for financial liabilities that are initially measured at fair value, for example, financial liabilities relating to derivative instruments (including put options over non-controlling interests on subsidiaries) and financial liabilities for earn-outs.
Trade and other payables are initially recognised at fair value, including transaction costs, and subsequently carried at amortised costs.

DERECOGNITION OF FINANCIAL ASSETS AND LIABILITIES
A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Company's statement of financial position) when:

- the rights to receive cash flows from the asset have expired or;
- the Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to fully pay the received cash flows without material delay



to a third party under a 'pass-through' arrangement; and either (i) the Company has transferred substantially all the risks and rewards of the asset, or (ii) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

For detailed information on the accounting policy for put and call options over joint-ventures agreements, please refer to note 3 xi- 'Share of profit (loss) of joint-ventures'.

FINANCIAL DERIVATIVES AND HEDGING TRANSACTIONS

Financial derivatives embedded in contracts in which the primary element is a financial asset that falls within the scope of IFRS 9 are not treated separately. The hybrid instrument is instead examined as a whole for classification in the statement of financial position and subsequent measurement.

Financial derivatives are used exclusively for hedging purposes to reduce exchange and interest-rate risk. They are only accounted for by applying the methods established for hedge accounting (fair value hedge or cash flow hedge) if, at the start of the hedging period, the hedging relationship has been designated. It is assumed that the hedge is highly effective: this effectiveness must be reliably measured during the accounting periods for which it is designated. All financial derivatives are measured at fair value.
Where financial instruments meet the requirements to be reported using hedge accounting procedures, the accounting treatment related to fair value hedge or cash flow hedge is applied.
If hedge accounting cannot be applied, any gains or losses resulting from measuring the financial derivative at its present value are posted to the statement of profit or loss.

The Company is exposed to certain risks related to its ongoing business operations. The primary risks managed using derivative instruments are foreign currency and interest rate risks.
Derivatives are designated as hedging instruments in the form of 1) foreign exchange forward and option contracts, elected as cash flow hedges to hedge highly probable forecast sales and purchases in different currencies compared to € and 2) interest rate swap contracts to mitigate the risk associated with variable interest rate changes on loan and bond agreements not issued at a fixed interest rate.
The Company also uses derivatives not designated as hedging instruments to reflect the change in fair value of foreign exchange rates of forward and option contracts that are not elected in hedge relationships but are, nevertheless, intended to reduce the level of foreign currency risk for expected sales and purchases.

For the Company, net exposure to foreign exchange effects is limited to highly probable intra-group transactions among its Group companies relating to certain sales and purchases regulated in currencies other than the functional currencies of the companies. Although these transactions represent only a portion of the overall business, the Company determines the net exposure to the primary currencies (US$, GBP, AUD) based on its predicted intercompany sales and purchases up to 18 months. Moreover, the Company determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. The Group's reference is the budget exposure split by currencies and, as effectively as possible, any under/over exposure which may arise through plain vanilla currency derivatives. The derivative covers the period of exposure from the cash flows of the transactions forecasted up to the settlement of the resulting receivable or payable denominated in the foreign currency. Derivative contracts that mitigate currency exchange risks are dynamically and qualitatively managed based on business needs and specific contexts and circumstances. These are not framed within fixed or quantitative policies regarding the percentage of coverage to be achieved. To avoid excessive coverage, the budget for future transactions is typically hedged between 50% and 90% throughout the year. In the hedge relationships, the main sources of ineffectiveness are:

- interest rate differentials between currencies and;
- discrepancies between invoices issued and hedging contracts (i.e. changes in the timing of the hedge transaction).

Regarding derivative contracts intended to hedge interest rate exposures, they are namely connected with financing and there is no established quantitative policy concerning the optimal level of exposure to fixed or variable rates: the Company manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings. The preferred exposure to fixed or variable rates is dynamically managed centrally within the Company, considering current and future market conditions, the Company's level of indebtedness, business performance, and in the context of the Company's expansion initiatives. The Company determined the existence of an economic relationship between the hedging instrument and hedged item based on the reference interest rates, tenors, repricing dates and maturities and the notional or par amount.

FINANCIAL GUARANTEES

The Company recognises financial guarantees as a financial liability if the likelihood of these guarantees being called is assessed not to be remote, and the Company is expected to be liable for any legal obligation in respect of these financial guarantee agreements. Financial guarantee contract liabilities are measured initially at their fair values with subsequent remeasurement impacting profit or loss. They are represented as a long- or short-term financial liability, depending on the time of the expected execution of the guarantees. If the likelihood of these guarantees being called is assessed to be remote, they are treated as commitments with disclosure requirements only. It occurs when they are represented as other forms of security in favour of third parties, such as customs guarantees for excise duties and guarantees to grant credit lines.

DISCLOSURE

The value of individual categories of financial assets and liabilities held by the Company at 31 December 2024 and 31 December 2023 is reflected below.

at 31 December 2024 € million	carrying amount	measurement at amortized cost	measurement at fair value through profit and loss	measurement at fair value with changes recognized in the statement of comprehensive income
Cash and cash equivalents	430.8	430.8	-	-
Current financial receivables with related parties	201.1	201.1	-	-
Other current financial assets	7.3	7.3	-	-
Other non-current financial assets	1.3	1.3	-	-
Lease payables	(7.3)	(7.3)	-	-
Loans due to banks(1)	(697.0)	(697.0)	-	-
Bonds	(1,580.3)	(1,580.3)	-	-
Accrued interest on bonds	(21.3)	(21.3)	-	-
Other financial liabilities with related parties	(122.5)	(122.5)	-	-
Other current financial liabilities	(0.1)	(0.1)	-	-
Non-current and current assets for hedging derivatives(2)	0.4	-	0.1	0.3
Non-current and current liabilities for hedging derivatives	(2.1)	-	(0.3)	(1.8)
Other non-current assets	1.3	1.2	0.1	-
Trade receivables	28.3	28.3	-	-
Trade payables	(217.6)	(217.6)	-	-
Total	**(1,977.8)**	**(1,976.1)**	**(0.1)**	**(1.5)**

(1) Excluding derivative on loans due to banks.
(2) Derivatives on loans due to banks and new pre-hedging contract subscribed.

at 31 December 2023 € million	carrying amount	measurement at amortized cost	measurement at fair value through profit and loss	measurement at fair value with changes recognized in the statement of comprehensive income
Cash and cash equivalents	443.6	443.6	-	-
Current financial receivables with related parties	178.7	178.7	-	-
Other current financial assets	16.0	16.0	-	-
Other non-current financial assets	1.3	1.3	-	-
Lease payables	(5.3)	(5.3)	-	-
Loans due to banks(1)	(589.9)	(589.9)	-	-
Bonds	(1,145.8)	(1,145.8)	-	-
Accrued interest on bonds	(14.5)	(14.5)	-	-
Other financial liabilities with related parties	(93.2)	(93.2)	-	-
Other current financial liabilities	(0.1)	(0.1)	-	-
Liabilities for put option and earn-out payments(2)	(0.3)	-	-	(0.3)
Non-current and current assets for hedging derivatives(3)	3.5	-	-	3.5
Non-current and current liabilities for hedging derivatives	(0.2)	-	(0.1)	(0.1)
Other non-current assets	6.2	2.2	4.0	-
Trade receivables	31.6	31.6	-	-
Trade payables	(172.5)	(172.5)	-	-
Total	**(1,340.7)**	**(1,347.7)**	**4.0**	**3.0**

(1) Excluding derivatives on loans due to banks.
(2) Liabilities linked to some business combinations may be elected to have the fair value variation accounted for against the Group equity.
(3) Derivatives on loans due to banks and new pre-hedging contract subscribed.

The tables below show a breakdown of the foreign exchange contracts on highly probable sales and purchases and interest rate swap on loan. It also includes the effect of hedge derivatives, not in hedge accounting with fair values variations recognised through the statement of profit or loss.

foreign exchange forward contracts and options (highly probable forecast sales and purchases)	**at 31 December 2024**		**at 31 December 2023**	
€ million	**notional amount hedge items**	**average forward rate**	**notional amount hedge items**	**average forward rate**
US$	64.5	1.06	30.0	1.09
New Zealand Dollar	-	-	12.0	1.78
Swiss Franc	2.0	0.93	1.5	0.95
Australian Dollar	17.0	1.66	6.8	1.63
Singapore Dollar	5.5	1.43	-	-
Sterling Pound	5.5	0.84	1.9	0.87
Total	**94.5**		**52.2**	

nature of hedged items and related derivatives forward	**at 31 December 2024**			**at 31 December 2023**		
€ million	**notional amount hedge items**	**carrying amounts of hedging instruments**	**change in fair value gain (losses)**	**notional amount hedge items**	**carrying amounts of hedging instruments**	**change in fair value gain (losses)**
foreign exchange forward contracts and options (highly probable forecast sales and purchases) fair value and cash flow hedge	94.5	(1.4)	(0.1)	52.2	0.4	0.2

nature of hedged items and related derivatives interest rate swaps	**at 31 December 2024**			**at 31 December 2023**		
€ million	**notional amount hedge items**	**carrying amounts of hedging instruments**(1)	**change in fair value gain (losses)**	**notional amount hedge items**	**carrying amounts of hedging instruments**	**change in fair value gain (losses)**
interest rate swap	700.0	-	0.8	700.0	2.9	6.1

(1) The carrying value is included in the line 'Loans due to banks' in the recap table of financial instruments reported above.

II. CASH AND CASH EQUIVALENTS

DISCLOSURE

	at 31 December	
	2024	2023
	€ million	€ million
Bank current accounts and cash	430.8	143.6
Term deposit maturing within 3 months	-	300.0
Cash and cash equivalents	**430.8**	**443.6**

Cash and cash equivalents reduced from €443.6million to €430.8 million, supported by significant credit lines for a total of €568.0 million, of which €400.0 million are committed and expiring in 2029 (undrawn at 31 December 2024). The balance of the uncommitted credit lines amounted to €168.0 million (undrawn at 31 December 2024). The main transactions that impacted the cash position in 2024 were the issuance of new ordinary shares (for a gross amount of €650.0 million) and 5-year convertible bonds (for €550.0 million), resulting in a total gross amount of €1,200.0 million. This amount was primarily used to support the subsidiary Société des Produits Marnier Lapostolle S.A.S. through a capital contribution, enabling the completion of the Courvoisier business acquisition. Additionally, it was used to capitalise on market conditions and optimize the funding structure.

For a better understanding of liquidity management, reference is made to cash flow information and the net financial debt (note 6 viii-'Reconciliation with net financial debt and cash flow statement').

III. OTHER CURRENT FINANCIAL ASSETS

DISCLOSURE

	at 31 December	
	2024	2023
	€ million	€ million
Financial investments	7.1	14.0
Financial receivables from related parties	201.1	178.7
Current assets for hedging derivatives reported using hedge accounting	0.3	0.6
Current assets for hedging derivatives not reported using hedge accounting	0.1	-
Other financial assets	0.1	2.1
Other current financial assets	**208.8**	**195.4**

At 31 December 2024, financial receivables from related parties, totalling €201.1 million, were mainly associated with short-term loans for the cash pooling system granted by Davide Campari-Milano N.V. to various Group companies. These financial assets were determined at interest rates in line with market conditions. For further details, see note 8 v-'Related parties'.

IV. OTHER NON-CURRENT FINANCIAL ASSETS

DISCLOSURE

	at 31 December	
	2024	2023
	€ million	€ million
Non-current assets for hedging derivatives	-	2.9
Financial receivables	1.3	1.3
Non-current financial assets	**1.3**	**4.2**

V. NON-CURRENT FINANCIAL DEBT

DISCLOSURE

	at 31 December 2024	2023
	€ million	€ million
Bonds issued in 2020	548.0	547.2
Bonds issued in 2023	298.8	298.6
Bonds issued in 2024	733.6	-
Non-current bonds	**1,580.3**	**845.8**
Loans due to banks	**594.3**	**572.1**
Lease payables	4.9	3.6
Liabilities for put option and earn-out payments	-	0.3
Other financial liabilities from related parties	-	2.6
Non-current liabilities for hedging derivatives	0.3	-
Other non-current financial liabilities	**5.2**	**6.6**
Total non-current financial debt	**2,179.9**	**1,424.6**

BONDS

At 31 December 2024, the Bonds item included the following issues placed by the Company.

at 31 December 2024	original nominal value € million	maturity	issue price	nominal coupon rate	rate type	effective yield
Bond issued in 2020	550.0	6/10/2027	100%	1.250%	Fixed	1.417%
Bond issued in 2023	300.0	18/5/2030	100%	4.710%	Fixed	4.710%
Bond issued in 2024	550.0	17/1/2029	100%	2.375%	Fixed	3.756%
Bond issued in 2024	220.0	25/6/2031	100%	4.256%	Fixed	4.269%

The main changes that occurred during 2024 were related to the placement of an unrated 7-year bond on 18 June 2024, targeted at institutional investors for €220.0 million (net proceeds excluding transaction costs amounting to €217.5 million) in a principal aggregate amount of notes maturing on 25 June 2031, paying a fixed annual coupon of 4.256% and issued at an issue price of 100% of the principal amount (for more detailed information refer to 'Group significant events and corporate actions' in the Management Board Report) and the issuance of senior unsecured bonds that are convertible into new and/or existing ordinary shares of Davide Campari-Milano N.V. due in 2029, resulting in gross proceeds of approximately €550.0 million to finance indirectly the Courvoisier acquisition. Pursuant to the resolution approved during the Company's Board of Directors meeting on 14 December 2023, the offering of these convertible bonds excluded pre-emptive rights associated with the transaction. The bonds have been issued in registered form, at their principal amount of €100,000 each at par, and bear a coupon of 2.375% per annum, payable semi-annually in arrears on 17 July and 17 January of each year, with the first coupon to be paid on 17 July 2024. The maturity is 5 years (unless previously redeemed, converted or repurchased and cancelled) and the bonds will be redeemed at their principal amount at maturity (on or around 17 January 2029) subject to Group's option to deliver bond shares and, as the case may be, an additional amount in cash ('Share Settlement Option'). The book building process concluded on 10 January 2024 with an initial conversion price set at €12.3623, representing a premium of 32.5% above reference share price and each convertible bond will be convertible into 8,089 underlying bond shares for a total issue of approximately 44.5 million bond shares which represent approximately: 3.8% and 3.6% of the Issuer's issued ordinary share capital as of 31 December 2023 and 31 December 2024, respectively. The convertible bonds were traded on Euronext Access Milan, a multilateral trading facility organised and managed by Borsa Italiana S.p.A. by 26 March 2024.

The carrying amount of the host liability is composed as follows.

	€ million
Proceeds for issue of convertible bond	550.0
Transaction costs	(5.8)
Net proceeds	**544.2**
Conversion options classified as equity net of transaction costs of €0.4 million	(37.2)
Amortising cost for the year 2024	7.5
Carrying amount of host liability at 31 December 2024	**514.6**

The conversion option of €37.6 million was classified as an equity component since the conversion will result in a fixed number of notes, that is the outstanding principal amount of the notes, exchanged for a fixed number of ordinary shares (i.e. since the 'fixed-for-fixed' requirement for the relevant accounting principle was met). The aforementioned equity component was estimated as the difference between the fair value of the convertible bond as a whole and the fair value of the liability component only. The transaction costs associated with the equity component, amounting to €0.4 million, were accounted for as a deduction from equity by affecting retained earnings reserve.

LIABILITIES AND LOANS DUE TO BANKS

This item includes €-denominated loans entered into with leading banks as follows.

at 31 December 2024	original nominal value	residual nominal value		maturity	interest rate	nominal rate at 31 December 2024
		non-current	current(1)			
	€ million	€ million	€ million			
Loan 2021	100.0	101.8	-	30/6/2026	Fixed rate	1.325%
Loan 2022	50.0	-	50.0	10/10/2025	Floating interest rate linked to Euribor plus spread	3.740%
Loan 2023(3)(4)	50.0	4.1	16.7	31/3/2026	Floating interest rate linked to Euribor plus spread	3.720%
Term Loan 2023(2)(3)(4)	400.0	363.8	35.0	30/06/2029	Floating interest rate linked to Euribor plus spread	4.133%
Loan 2024	125.0	124.6	-	7/11/2028	Floating interest rate linked to Euribor plus spread	3.983%

(1) The current portion is classified in current liabilities-loans due to banks.
(2) The loan was accompanied by a revolving credit facility for the same amount, hence an agreement for a total amount equal up to €800 million with a pool of banks. The revolving credit facility was not used at 31 December 2024.
(3) Variable interest rate component linked to business performance (Debt/EBITDA adjusted indicator).
(4) Variable interest rate component applicable and related to certain ESG targets.

at 31 December 2023	original nominal value	residual nominal value		maturity	interest rate	nominal rate at 31 December 2024
		non-current	current(1)			
	€ million	€ million	€ million			
Loan 2021	100.0	100.0	-	30/6/2026	Fixed rate	1.325%
Loan 2022	50.0	50.0	-	10/10/2025	Floating interest rate linked to Euribor plus spread	4.800%
Loan 2023(3)(4)	50.0	20.8	16.7	31/03/2026	Floating interest rate linked to Euribor plus spread	4.979%
Term Loan 2023(2)(3)(4)	400.0	400.0	-	30/6/2029	Floating interest rate linked to Euribor plus spread	5.225%

(1) The current portion is classified in current liabilities — loans due to banks.
(2) The loan was accompanied by a revolving credit facility for the same amount, hence an agreement for a total amount equal up to €800 million with a pool of banks. The revolving credit facility was not used at 31 December 2023.
(3) Variable interest rate component linked to business performance (Debt/EBITDA adjusted indicator).
(4) Variable interest rate component applicable and related to certain ESG targets.

The increase compared to last year was related to the subscription of a loan with a nominal amount of €125.0 million in November 2024 with a duration of 4 years and a floating interest rate of 3.983%.
The sustainability-linked facilities that contain a variable component of the interest rate applicable depending on the achievement of certain ESG targets identified by the Company and particularly focused on the reduction of emissions, as well as the responsible use of water and gender equality, led to overall reduced interest expenses of €0.2 million in 2024.

LIABILITIES FOR PUT OPTIONS AND EARN-OUT

At 31 December 2024, the estimated payable for the earn-out related to Campari Japan Ltd. was negligible.

VI. CURRENT FINANCIAL DEBT

DISCLOSURE

	at 31 December	
	2024	2023
	€ million	€ million
Current portion of bond issued in 2017	-	150.0
Current portion of bond issued in 2019	-	150.0
Bonds	**-**	**300.0**
Loans due to banks	**102.7**	**17.7**
Accrued interest on bonds	21.3	14.5
Lease payables	2.4	1.7
Current liabilities for hedging derivatives reported using hedge accounting	1.5	0.1
Current liabilities for hedging derivatives not reported using hedge accounting	0.3	0.1
Financial liabilities with related parties	122.5	90.6
Other financial liabilities	0.1	0.1
Other current financial liabilities	**148.0**	**107.1**
Current financial liabilities	**250.8**	**424.7**

The main changes that occurred in the composition of financial liabilities during 2024 are as follows:

BONDS

The bonds issued in 2017 and in 2019 for an overall amount of €300.0 million were repaid in line with their expiry date in April 2024.

LIABILITIES AND LOANS DUE TO BANKS

At 31 December 2024, loans due to banks reported €102.7 million and primarily included the current portion of medium to long-term loans subscribed in 2022 and 2023.

FINANCIAL LIABILITIES WITH RELATED PARTIES

At 31 December 2024, item totalled €122.5 million (€90.6 million in 2023), resulting from the management of cash pooling by the Company in respect of other Group companies. Please refer to note 8 v-'Related parties' for further information about liabilities to Group companies.

VII. LEASE COMPONENTS

ACCOUNTING POLICY

The Company has various agreements in place for the use of offices, vehicles, machinery and other minor assets belonging to third parties. Each agreement is subject to a detailed analysis to define if a right-of-use/financial liability has to be recognised or not. Variable lease payments that are not linked to an index or rate continue to be charged to the statement of profit or loss as costs for the period.

Lease agreements are generally entered into for a term of 3-10 years but may contain options to extend them. The terms of a lease are negotiated individually and may contain a wide range of different terms and conditions. Such agreements do not include covenants, but the leased assets may be used to guarantee the liability arising from contractual commitments.

The value assigned to the rights of use corresponds to the amount of the lease liabilities recognised, plus initial direct costs incurred, lease payments settled on the start date of the agreement or previously and restoration costs, net of any lease incentives received. Restoration costs, which may be recognised in rare cases, normally relate to offices for which there could be a contractual requirement to restore them to their original state at the end of the lease agreement. The Company estimates the restoration obligation based on the agreement with the lessor or by using expert valuations of third parties. The value of the liability, discounted to present value, as determined above, increases the right of use of the underlying asset, and a dedicated provision is created to offset.

The discount rate used to measure the financial liability is the incremental borrowing rate ('IBR') when the implicit interest rate in the lease agreement cannot be easily determined (explicit interest rates in lease agreements are rare). The incremental borrowing rates used to evaluate leasing contracts are determined by the Company and are revised on a recurring basis; they are applied to all agreements with similar characteristics, which are treated as a single portfolio of agreements. The rates are determined using the average effective debt rate of the subsidiary, appropriately adjusted and the most important elements considered in adjusting the rate are the credit-risk spread of each country observable on the market and the different durations of the lease agreements.

The term of the lease is calculated considering the non-cancellable period of the lease together with a) the periods covered by an option to extend the agreement if it is reasonably certain that it will be exercised or b) any period covered by an option to terminate the lease contract if it is reasonably certain that it will not be exercised. The Company assesses whether it is reasonably certain that any exercising of such options to extend or terminate the agreements will take place, considering all the relevant factors that create a financial incentive for such decisions.

DISCLOSURE

lease payables	at 31 December 2023	addition	payments	interest expenses	reclassification	at 31 December 2024
	€ million	€ million	€ million	€ million	€ million	€ million
within 12 months	(1.7)	-	2.6	-	(3.4)	(2.4)
Over 12 months	(3.6)	(4.4)	-	(0.3)	3.4	(4.9)
Total lease payables	**(5.3)**	**(4.4)**	**2.6**	**(0.3)**	**-**	**(7.3)**

lease payables	at 31 December 2022	addition	payments	interest expenses	reclassification	other changes	at 31 December 2023
	€ million	€ million	€ million	€ million	€ million	€ million	€ million
within 12 months	(1.4)	-	-	-	(0.3)	-	(1.7)
Over 12 months	(2.7)	(2.9)	2.0	(0.2)	0.3	(0.2)	(3.6)
Total lease payables	**(4.1)**	**(2.9)**	**2.0**	**(0.2)**	**-**	**(0.2)**	**(5.3)**

The main average IBR in 2024 and 2023 were as follows.

for the year ended 31 December 2024			
Currency	**within 5 years**	**from 5 to 10 years**	**over 10 years**
€	4.0%	4.1%	3.8%

for the year ended 31 December 2023			
Currency	**within 5 years**	**from 5 to 10 years**	**over 10 years**
€	4.8%	4.9%	4.6%

The change in IBR is connected with the macro-economic scenario.

The amounts recognised in the cash flow were as follows.

€ million	at 31 December 2024	at 31 December 2023
cash outflow for lease capital	(1.9)	(1.9)
cash outflow for lease interests	(0.2)	(0.1)
Total cash outflow for leases	(2.0)	(2.0)

The table below reflects the breakdown of the lease liabilities by asset class.

€ million	within 12 months	over 12 months	total
Machinery	(0.6)	(0.9)	(1.5)
Vehicles	(1.8)	(3.8)	(5.5)
Buildings	-	(0.1)	(0.1)
Other	-	(0.2)	(0.2)
Total financial liabilities for leases as of 31 December 2024	**(2.4)**	**(4.9)**	**(7.3)**

€ million	within 12 months	over 12 months	total
Machinery	(0.6)	(1.4)	(2.0)
Vehicles	(1.1)	(2.0)	(3.0)
Buildings	-	(0.1)	(0.1)
Other	(0.1)	(0.1)	(0.1)
Total financial liabilities for leases as of 31 December 2023	**(1.7)**	**(3.5)**	**(5.2)**

VIII. RECONCILIATION WITH NET FINANCIAL DEBT AND CASH FLOW STATEMENT

DISCLOSURE

	at 31 December	
	2024	2023
	€ million	€ million
Cash and cash equivalents	430.8	443.6
Cash (A)	**430.8**	**443.6**
Other current financial assets	208.8	195.4
Current financial assets (B)	**208.8**	**195.4**
Loans due to banks current	(102.7)	(17.7)
Current portion of lease payables	(2.4)	(1.7)
Current portion of bonds	-	(300.0)
Other current financial payables	(145.6)	(105.4)
Current financial payables (C)	**(250.8)**	**(424.7)**
Net current financial debt (A+B+C)	**388.9**	**214.3**
Loans due to banks non-current(1)	(594.6)	(572.1)
Non-current portion of lease payables	(4.9)	(3.6)
Non-current portion of bonds	(1,580.3)	(845.8)
Other non-current financial payables	-	(2.6)
Non-current portion of liabilities for put option and earn-out payments	-	(0.3)
Non-current financial debt (D)	**(2,179.9)**	**(1,424.6)**
Net debt (A+B+C+D)(2)	**(1,791.0)**	**(1,210.3)**
Reconciliation with the financial position, as shown in the Directors' report:		
Other non-current financial assets	1.3	4.2
Net financial position	**(1,789.8)**	**(1,206.1)**

(1) Including the related derivatives.
(2) In accordance with ESMA guidelines.

For the purpose of completeness, the changes in current and non-current financial payables during 2024 are shown below.

Cash flow generated (absorbed) from financial liabilities	bonds		payables for interests	borrowings		lease payables		financial net debt with related parties	other financial assets (liabilities)	
€ million	**current**	**non-current**	**current**	**current**(3)	**non-current**(1)	**current**	**non-current**	**current**	**current**	**non-current**
at 31 December 2023	(300.0)	(845.8)	(14.5)	(17.7)	(572.1)	(1.7)	(3.6)	85.5	16.3	4.2
notional liabilities addition	-	-	-	-	-	-	(4.4)	-	-	-
interest accrued	-	-	(49.1)	-	-	-	(0.3)	-	-	-
new financing(2)	**-**	**(761.6)**	**-**	**(230.0)**	**(125.0)**	**-**	**-**	**-**	**(2.7)**	**-**
repayments(2)	**300.0**	**-**	**49.1**	**247.5**	**0.3**	**-**	**2.7**	**(6.9)**	**2.9**	**0.2**
• *of which long-term debt*(4)	-	-	-	*16.7*	*0.3*	-	-	-	-	-
• *of which other borrowings*	-	-	-	*230.9*	-	-	-	-	-	-
merger	-	-	-	-	-	-	-	-	-	-
reclassification	-	-	-	(101.7)	101.7	(0.7)	0.6	-	-	-
other movements	(0.1)	27.1	(6.8)	(0.8)	0.9	-	-	-	(10.7)	(4.5)
at 31 December 2024	**-**	**(1,580.3)**	**(21.3)**	**(102.7)**	**(594.3)**	**(2.4)**	**(4.9)**	**78.6**	**5.8**	**(0.1)**

(1) Included related derivatives.
(2) Cash flow generated (absorbed) from financial liabilities.
(3) Net change in short-term financial payables and bank loans is equal to €0.8 million (proceeds of €230.0 million net of repayments of €230.9 million).
(4) The repayment of non-current borrowings related to the long-term debt item is €17.0 million (€16.7 million and €0.3 million).

Cash flow generated (absorbed) from financial liabilities	bonds		payables for interests	borrowings		lease payables		financial net debt with related parties	other financial assets (liabilities)	
€ million	**current**	**non-current**	**current**	**current**(3)	**non-current**(1)	**current**	**non-current**	**current**	**current**	**non-current**
at 31 December 2022	-	(846.3)	(5.7)	(8.3)	(401.8)	(1.4)	(2.7)	(39.9)	17.0	42.5
notional liabilities addition	-	-	-	-	-	-	(2.9)	-	-	-
interest accrued	-	-	(30.3)	-	-	-	(0.2)	-	-	-
new financing(2)	-	(298.5)	-	(125.6)	(450.0)	-	-	-	(0.4)	(7.3)
repayments(2)	-	-	30.3	145.8	250.0	-	2.0	125.4	0.2	1.5
• *of which long-term debt*	-	-	-	-	250.0	-	-	-	-	-
• *of which other borrowings*	-	-	-	145.8	-	-	-	-	-	-
reclassification	(299.9)	299.9	-	(29.2)	29.2	(0.3)	0.3	-	1.0	(1.0)
other movements	(0.1)	(0.8)	(8.8)	(0.5)	0.5	-	(0.2)	-	(1.4)	(31.5)
at 31 December 2023	**(300.0)**	**(845.8)**	**(14.5)**	**(17.7)**	**(572.1)**	**(1.7)**	**(3.6)**	**85.5**	**16.3**	**4.2**

(1) Included related derivatives.
(2) Cash flow generated (absorbed) from financial liabilities.
(3) Net change in short-term financial payables and bank loans is equal to €20.2 million (proceeds of €125.6 net of repayments of €145.8).

IX. EXPLANATORY NOTES TO THE CASH FLOW STATEMENT

This section aims to provide additional explanatory information on items indicated in the consolidated statements of cash flows:

- ISSUE OF NEW SHARES NET OF FEES
  The total proceeds of €643.3 million represented in the statements of cash flows is composed of €650.0 million proceeds from the issuance of new ordinary shares less related ancillary fees in the amount of €6.7 million.

- CHANGE IN INVESTMENTS IN SUBSIDIARIES
  The total outlay of €1,335.3 million referred to the following:

a) capital contribution to Campari España S.L.U. of €65.0 million in June 2024, to support the acquisition of the remaining 49% minority interests in Licorera Ancho Reyes y cia, S.A.P.I. de C.V. and Casa Montelobos, S.A.P.I. de C.V.;

b) capital contribution to Glen Grant Ltd. of €168.6 million executed in November 2024, to support the acquisition of a 15.4% minority stake in Capevin Holdings Proprietary Limited;

c) capital contribution to Société des Produits Marnier Lapostolle S.A.S. of €1,120.0 million executed in June 2024, to support the acquisition of 100% of Beam Holdings France S.A.S. (renamed Courvoisier Holding France S.A.S.), which in turn owns 100% of Courvoisier S.A.S., the owner of the Courvoisier brand;

d) a capital contribution to Campari Mixology S.r.l. for €3.5 million was completed in December 2024;

e) the refund of the capital originally paid by Campari do Brasil Ltda. (€21.8 million).

7. RISK MANAGEMENT AND CAPITAL STRUCTURE

This section details accounting policies for shareholders' equity and share-based payments. Judgements and estimates are stated with regard to compensation plans. This section also details the Company's capital structure and the financial risks it is exposed to. For information on the composition of and changes in shareholders' equity during the periods under review, refer to the statement of changes in shareholders' equity.

I. CAPITAL MANAGEMENT

Regarding capital management, the Company has implemented a dividend distribution policy which reflects the Company's priority to use its cash mainly to fund external growth via acquisitions. Concomitantly, the Company carries out share buyback programs on a rolling basis intended to meet the obligations arising from share-based payment plans currently in force or to be adopted.

II. NATURE AND EXTENT OF THE RISKS ARISING FROM FINANCIAL INSTRUMENTS

The Company's main financial instruments include current accounts, short-term deposits, short and long-term loans due to banks, lease payables and bonds. The purpose of these is to finance the Company's operating activities. In addition, the Company has trade receivables and payables resulting from its operations. The main financial risks the Company is exposed to are market (currency and interest rate), credit and liquidity risks. These risks are described below, together with an explanation of how they are managed. To cover some of these risks, the Company makes use of derivatives, primarily interest-rate swaps, cross-currency swaps, and forward contracts, to hedge interest-rate and exchange-rate risks.

CREDIT RISK

Davide Campari-Milano N.V. directly undertakes commercial transactions on the Italian market and in foreign markets through its Group companies. The composition of receivables from Italian customers varies widely in terms of the different market channels, their size, and their commercial nature. The market consists of a high number of customers from around Italy, with a balance between mass retail and purchasing consortia and traditional retail, with a significant presence in the ho.re.ca (hotels/restaurants/cafés) sector.

The Company has an extensive portfolio, consisting of both Campari Group's products and products distributed under licence. There are no market concentration risks, as the Company sells internationally both within the Group and to third parties.

Moreover, the Company has a credit management function exclusively dedicated to monitoring the progress of receivables, chasing up payments and managing the exposure of individual customers in a targeted and timely manner using internal risk monitoring procedures.

Non-performing receivables are pursued regularly with legal support with a view to continuously update progress on individual cases. This is then reflected in the provision for doubtful receivables.

Trade receivables from third parties for which there is an impairment are classified as doubtful; these have mainly been past due for more than one year and are the subject of legal proceedings.

Receivables from customers are mainly denominated in €. The maximum amount of risk on the reporting date is equal to the net value of trade receivables, also considering the expected credit loss risk estimated by the Company based on the business model identified.

Regarding receivables from subsidiaries, they are monitored and assessed based on internal policies. The provision for doubtful receivables from subsidiaries was negligible at 31 December 2024.

LIQUIDITY RISK

The Company's ability to generate substantial cash flow through its operations reduces its liquidity risk, defined as the difficulty of raising funds to meet financial obligations.
The Company manages financial flows with the Italian subsidiaries through a centralised cash management department, with transactions settled at market rates (refer to note 8 v-'Related parties').

Detailed information on financial payables and liabilities at 31 December 2024 is provided below, compared against the previous year. The tables below summarise financial liabilities at 31 December 2024 and 2023 by maturity based on contractual repayment obligations, including non-discounted interest.

at 31 December 2024	on demand	within 1 years	due in 1 to 2 years	due in 2 to 5 years	due after 5 years	total
	€ million	€ million	€ million	€ million	€ million	€ million
Loans due to banks	-	128.2	161.0	498.2	-	787.4
Bonds	-	43.5	43.4	1,216.6	552.9	1,856.3
Financial payables to related parties	-	121.2	-	-	-	121.2
Leases payables	-	2.7	2.4	2.7	0.1	7.9
Trade payables	-	217.6	-	-	-	217.6
Other non-financial payables	0.2	48.1	-	-	-	48.3
Total liabilities	**0.2**	**561.2**	**206.8**	**1,717.5**	**552.9**	**3,038.6**

at 31 December 2023	on demand	within 1 years	due in 1 to 2 years	due in 2 to 5 years	due after 5 years	total
	€ million	€ million	€ million	€ million	€ million	€ million
Loans due to banks	-	45.0	127.5	263.6	267.0	703.1
Bonds	-	326.7	21.0	606.1	328.3	1,282.1
Financial payables to related parties	-	95.4	-	-	-	95.4
Leases payables	-	1.9	1.6	2.0	-	5.5
Trade payables	4.2	168.3	-	-	-	172.5
Other non-financial payables	0.3	49.6	-	-	-	49.9
Total liabilities	**4.5**	**686.8**	**150.2**	**871.7**	**595.2**	**2,308.5**

Loans due to banks for current accounts and lines of credit reflect the negative balance of cash management. The Company has also granted loans to subsidiaries, with interest charged at market rates.
The change in the overall structure of financial liabilities over the various deadlines reported above, which provided the Company with a safe and structured long-term exposure profile, was achieved thanks to careful liability management planning (refer to paragraph 'Group financial review' in the Management Board Report). In addition, there are unused credit lines at 31 December 2024 that could cover any liquidity requirements (refer to note 6 ii-'Cash and cash equivalent').

MARKET RISK

Market risk consists of the possibility that changes in exchange rates, interest rates or the prices of raw materials or commodities (alcohol, aromatic herbs and sugar) could negatively affect the value of assets, liabilities or expected cash flows. The Company monitors market trends for the most crucial raw materials, which historically have not been subject to unexpected or significant fluctuations.

PRICE RISK

The price of raw materials and ancillary services (namely logistics and other input costs) depends on a wide variety of factors, which are difficult to forecast and are largely beyond the Company's control. Although historically, the Company has not encountered any particular difficulties in purchasing high-quality raw materials in sufficient quantities and appropriate services; it is not possible to rule out the possibility that the emergence of any tensions in the supply chain area or macro-economic impacts could lead to difficulties in obtaining supplies and services, causing costs to rise, which would have a negative impact on the Company's financial results. The aim of keeping costs below inflation and supporting the margin accretion becomes more and more important due to inflation and related intensified input cost pressure worldwide. The Company monitors the relationship with key suppliers on an ongoing basis, and specific projects are developed to foster virtuous business practices.
In line with its decarbonisation strategy and with the goal of contributing to the achievement of its 2030 emission reduction targets, the Company signed its first multi-year contract for the purchase of electric energy from wind renewable sources (i.e. Off-site Power Purchase Agreement, 'PPA'), active from January 1, 2024, for the next 5 years. The scope of the agreement is the Italian perimeter (all plants and headquarters are included), allowing to cover about 30% of the Campari Group's electricity needs in the country. With this agreement, the Company will support the renewable producer in contributing to the construction of new generators, specifically wind farms in Italy. It will receive from the seller the amount of Guarantee of Origin related to the energy purchased.

INTEREST-RATE RISK

The Company is exposed to limited risk of fluctuating interest rates with respect to its financial assets, loans due to banks and lease agreements due to their modest proportion of total debt. The Company has bonds that pay interest at a fixed rate and, therefore, is exposed to fair value risk. Derivative contracts intended to hedge interest rate exposures connected with financing are not subject to established quantitative policy concerning the optimal level of exposure to fixed or variable rates: the Company manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings. The preferred exposure to fixed or variable rates is dynamically managed centrally within Campari Group, considering current and future market conditions, Campari Group's level of indebtedness, business performance and the context of Campari Group's expansion initiatives.

At 31 December 2024, the nominal exposure of the Company's total financial debt was 27% (28% in 2023) at variable rate, while the effective exposure, including the related hedging derivatives for the term loan subscribed in 2023, stood at 11% at variable rate (5% in 2023).

A breakdown of the effective interest rate, including all the cost components of the amortised costs, divided by type of financial liability, is as follows.

	nominal interest rate	effective interest rate	maturity	31 December 2024 € million	31 December 2023 € million
Loans due to banks	variable rate	3.851%	2028	697.3	589.9
Bond issues:					
• issued in 2017	fixed rate 2.165%	-	2024	-	150.0
• issued in 2019	fixed rate 1.655%	-	2024	-	150.0
• issued in 2020	fixed rate 1.250%	1.417%	2027	548.0	547.2
• issued in 2023	fixed rate 4.710%	4.710%	2030	298.8	298.6
• issued in 2024	fixed rate 2.375%	3.756%	2029	514.6	-
• issued in 2024	fixed rate 4.256%	4.269%	2031	219.0	-
Lease payables	interest borrowing rate	interest borrowing rate	2025-2030	7.3	5.3

SENSITIVITY ANALYSIS

The table below shows the effects of a possible change in interest rates on the Company's statement of profit or loss, if all other variables remain constant. A negative value in the table indicates a potential net reduction in profit or loss while a positive value indicates a potential net increase in this item. The assumptions used with regard to a potential change in rates are based on an analysis of the trend on the reporting date.

With regard to the fixed-rate financial liabilities hedged by interest rate swaps, the change in the hedging instrument offsets the difference in the underlying liability with practically no effect on the statement of profit or loss.

	increase/decrease	income statements (€ million)	
at 31 December 2024	**in interest rates in basis point**	**increase in interest rates**	**decrease in interest rates**
€	+/- 5 basis points	(1.0)	1.0
US$	+75/-75 basis points	(0.1)	0.1
Total effect	**-**	**(1.1)**	**1.1**
at 31 December 2023	**-**	**-**	**-**
€	+/- 5 basis points	(0.6)	0.6
Total effect	**-**	**(0.6)**	**0.6**

EXCHANGE-RATE RISK

The Company has hedging instruments in place to minimise exchange-rate risk, with a view to avoiding a situation where unexpected variations in exchange rates occur on purchases and sales transactions.

Analysis was performed on the statement of profit or loss effects of a possible change in the exchange rates against the €, keeping all the other variables constant. The types of transactions included in this analysis are sales and purchases in a currency other than the Company's functional currency.

Derivative contracts that mitigate currency exchange risks are dynamically and qualitatively managed based on business needs and specific contexts and circumstances. These are not framed within fixed or quantitative policies regarding the percentage of coverage to be achieved. To avoid excessive coverage, the budget for future transactions is typically hedged between 50% and 90% throughout the year. The effects on shareholders' equity are determined by changes in the fair value of forward contracts on future transactions, which are used as cash flow hedges.

SENSITIVITY ANALYSIS

The following table reflects the effects of a potential change in interest rates on the statement of profit or loss (gross of taxation effect) and the effect of a potential change in exchange rates against the € on the net equity, keeping the Company's other variables constant.
The assumptions used in terms of a potential change in rates are based on an analysis of the trends on the reporting date. Regarding the fixed-rate financial liabilities hedged by interest rate swaps, the change in the hedging instrument offsets the difference in the underlying liability with practically no effect on the income statement.

at 31 December 2024	increase/decrease in currency rates in %	net equity (€ million) increase in exchange rates	net equity (€ million) decrease in exchange rates
US$	+8%/-1%	0.2	(3.2)
Other Currency		0.3	(0.4)
Total effect	-	**0.5**	**(3.6)**
at 31 December 2023			
US$	+2%/-6%	1.4	(0.5)
Other Currency		-	(0.1)
Total effect	-	1.4	(0.6)

III. SHAREHOLDERS' EQUITY

ACCOUNTING POLICY

Own shares (both ordinary and special voting shares) are reported as a reduction in shareholders' equity.

DISCLOSURE

The company manages its capital structure and makes any corresponding changes based on economic conditions and the specific risks of the underlying asset.
To maintain or change its capital structure, the Company may adjust the dividends paid to shareholders and/or issue new shares. It should be noted that risk-capital management is carried out at the Group level. Please refer to the relevant notes to Campari Group's Consolidated Financial statements.
For information on the composition and shareholder equity changes during the comparison periods, please refer to the statement of changes in shareholder equity.

SHARE CAPITAL STRUCTURE

At 31 December 2024, the issued capital of Davide Campari-Milano N.V. is represented in the table below. Both ordinary and special voting shares A have a nominal value of €0.01 each, while special voting shares B have a nominal value of €0.04 each. The ordinary share capital at 31 December 2024 is 1,231,267,738.

On 10 January 2024, Davide Campari-Milano N.V. successfully placed an offer totalling approximately €650 million through an accelerated bookbuilding offering at €9.33 per ordinary share. The offering was directed to qualified investors pursuant to the resolution approved during the Company's Board of Directors meeting on 14 December 2023, for the issuance of new ordinary shares with a nominal value of €0.01 each, which excluded pre-emptive rights and will carry equivalent rights, including dividend entitlements, as the existing ordinary shares. The transaction cost associated with the issuance, amounting to €6.7 million, were accounted for as a deduction from equity by affecting retained earnings reserve. The newly issued ordinary shares amounted to 69,667,738.

The following movements occurred during 2024 in the composition of the share capital.

	no. of shares				nominal value (€)			
	ordinary shares	special voting shares A	special voting shares B	total	ordinary shares	special voting shares A	special voting shares B	total
Share capital at 31 December 2023	1,161,600,000	71,696,938	594,021,404	1,827,318,342	11,616,000.00	716,969.38	23,760,856.16	36,093,825.54
Issue of new ordinary shares	69,667,738	-	-	69,667,738	696,677.38	-	-	696,677.38
Share capital at 31 December 2024	**1,231,267,738**	**71,696,938**	**594,021,404**	**1,896,986,080**	**12,312,677.38**	**716,969.38**	**23,760,856.16**	**36,790,502.92**

To foster the involvement of a stable base of long-term (loyal) shareholders, the Company's articles of association ('Articles of Association') were amended to adopt a mechanism based on the assignment to loyal shareholders of special voting shares, to which multiple voting rights are attached, in addition to the one granted by ordinary shares (the 'Special Voting Mechanism'). The Special Voting Mechanism entails the possibility of assigning to loyal, long-term shareholders: (i) two voting rights for each Campari ordinary share held for an uninterrupted period of two years, through the assignment of a special voting share A ('Special Voting Share A') with a nominal value of €0.01 each; (ii) five voting rights for each ordinary share held for an uninterrupted period of five years, through the assignment of a special voting share B ('Special Voting Share B') with a nominal value of €0.04 each and (iii) ten voting rights for each ordinary share held for an uninterrupted period of ten years ('Special Voting Share C') with a nominal value of €0.09 each. The features of the Special Voting Shares (A, B, C) are described in the Articles of Association as well as in the terms and conditions for Special Voting Shares ('SVS Terms'). The Special Voting Shares are not tradable on a regulated market.
The Company established a separate special capital reserve for the purpose of satisfying obligations related to special voting shares. At the board's discretion, special voting shares may be issued using the funds from the special capital reserve, in lieu of an actual monetary payment for the respective shares.

The features of the special voting shares (which can be A, B, C depending on the voting rights assigned) are described in the articles of association as well as in the terms and conditions for special voting shares ('SVS Terms'). The special voting shares are not tradable on a regulated market. The special voting mechanism and the features of the special voting shares have also been described in www.camparigroup.com.

OUTSTANDING SHARES, OWN SHARES RIGHTS ASSOCIATED WITH THE SHARES

On 29 October 2024, the Company announced the launch of a share buyback program (the 'program'), coordinated by UBS Europe SE, in accordance with Article 5 of Regulation (EU) n. 596/2014 and intended to meet the obligations arising from the stock option plans and other share-based incentive plans currently in force or to be adopted and whose beneficiaries are (or will be) employees or members of the administrative and/or management bodies of the Company or other Campari Group companies. The program will be implemented in accordance with the resolution adopted by the Company's General Meeting held on 11 April 2024, which authorised the Board of Directors to acquire, in one or more transactions, a maximum number of shares in the capital of the Company which, when added to the treasury shares already held by Campari, will not exceed the legal limit, for a period of 18 months from 11 April 2024 to 11 October 2025 (the 'Authorisation'). The Authorisation has also set out that purchases shall take place for (i) a minimum price, excluding expenses, of the nominal value of Campari's shares, and (ii) a maximum price of an amount equal to 10% above the opening price on the day of acquisition of the share concerned. The program started on 30 October 2024 and will end no later than 12 November 2025 (in case of Authorisation renewal). The maximum value allocated to the program is €40 million and it is coordinated by UBS Europe SE, which purchases Campari shares independently of the Company at the most appropriate time and price (in any case, within the limits set out by the Authorisation and all applicable laws and regulations).
The table below shows the reconciliation between the number of outstanding shares.

	no. of shares				nominal value			
	ordinary shares	special voting shares A	special voting shares B	total	ordinary shares	special voting shares A	special voting shares B	total
Outstanding shares at 31 December 2023	1,131,982,258	40,657,598	594,001,404	1,766,641,260	11,319,823	406,576	23,760,056	35,486,455
Issue of new ordinary shares	69,667,738	-	-	69,667,738	696,677	-	-	696,677
Ordinary shares repurchased under share repurchase program	(1,079,420)	-	-	(1,079,420)	(10,794)	-	-	(10,794)
Ordinary shares assigned under share-based programs	1,933,925	-	-	1,933,925	19,339	-	-	19,339
Special voting shares allocation	-	(201,009)	(20,000)	(221,009)	-	(2,010)	(800)	(2,810)
Outstanding shares at 31 December 2024	1,202,504,501	40,456,589	593,981,404	1,836,942,494	12,025,045	404,566	23,759,256	36,188,867
Total own shares held	28,763,237	31,240,349	40,000	60,043,586	287,632	312,403	1,600	601,636
Own shares as a % total respective shares	2.34%	43.57%	0.01%	3.17%				

	no. of shares				nominal value			
	ordinary shares	special voting shares A	special voting shares B	total	ordinary shares	special voting shares A	special voting shares B	total
Outstanding shares at 31 December 2022	1,121,647,577	597,856,391	-	1,719,503,968	11,216,476	5,978,564	-	17,195,040
Ordinary shares repurchased under share repurchase program	(1,850,962)	-	-	(1,850,962)	(18,510)	-	-	(18,510)
Ordinary shares assigned under share-based programs	12,185,643	-	-	12,185,643	121,856	-	-	121,856
Conversion from special voting shares A to special voting shares B	-	(594,021,404)	594,021,404	-	-	(5,940,214)	23,760,856	17,820,642
Special voting shares allocation	-	36,822,611	(20,000)	36,802,611	-	368,226	(800)	367,426
Outstanding shares at 31 December 2023	**1,131,982,258**	**40,657,598**	**594,001,404**	**1,766,641,260**	**11,319,823**	**406,576**	**23,760,056**	**35,486,455**
Total own shares held	**29,617,742**	**31,039,340**	**20,000**	**60,677,082**	**296,177**	**310,393**	**800**	**607,371**
Own shares as a % total respective shares	**2.55%**	**43.29%**	**-%**	**3.32%**				

TREASURY ORDINARY SHARES

In terms of ordinary shares, between 1 January and 31 December 2024, Davide Campari-Milano N.V. granted 1,933,925 own shares, of which 958,942 shares were sold for a total cash inflow of €5.5 million, corresponding to the average exercise price multiplied by the number of own shares sold to beneficiaries upon the exercise of their stock option rights. Additionally, 964,426 shares were transferred in the context of share matching plans. In the same period and through the share buyback program, the Company purchased 1,079,420 shares at an average price of €5.8, for a total amount of €6.3 million (the amount includes €0.1 million receivables to be collected in connection with the share buyback program). At 31 December 2024, Davide Campari-Milano N.V. held 28,763,237 own shares, equivalent to 2.3% of the share capital.

With reference to special voting shares, between 1 January and 31 December 2024 the Company allocated the nominal value of n. 221,009 special voting shares to the treasury shares reserve. This resulted from disposals of outstanding ordinary shares having corresponding special voting shares. During the period, no cancellation of the treasury special voting shares was resolved by the Shareholders' meeting of the Company.

The table below shows changes in the number and values of own shares held during the periods considered.

	no. of ordinary shares held in treasury		purchase price (€ million)	
	for the year ended 31 December		for the year ended 31 December	
	2024	2023	2024	2023
Balance at 1 January	29,617,742	39,952,423	306.4	388.1
Purchases	1,079,420	1,850,962	6.3	21.0
Disposals	(1,933,925)	(12,185,643)	(18.6)	(102.7)
Final balance	28,763,237	29,617,742	294.0	306.4
% of share capital	2.34%	2.55%		

Sales of own shares during the year, which are shown in the previous table, at an amount equal to the original purchase cost of €18.6 million, were sold for a total cash inflow of €5.5 million corresponding to the average exercise price multiplied by the number of own shares sold to stock option beneficiaries. The Parent Company consequently reported a negative difference of €13.1 million which was recorded in shareholders' equity (embedded within the retained earnings) and partially offset by the use of the stock option reserve of €12.3 million.

DIVIDENDS PAID AND PROPOSED

The dividends proposed are as follows.

	2024	2023	2022
	€	€	€
Dividend per share proposed	0.065	0.065	0.060
	€ million	€ million	€ million
Total amount proposed	78.2	78.1	67.3
of which, to owners of the Parent	78.2	78.1	67.3
of which, to non-controlling interests	-	-	-

The dividends submitted for the approval of the General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2024 is €78.2 million, calculated based on shares outstanding at 31 December 2024 (for information purposes, based on the 28,763,237 own shares held at 31 December 2024, the shares outstanding amounted to 1,202,504,501). The dividend will be recalculated based on the total number of outstanding shares as of the coupon detachment date. The proposed dividend for the period is €0.065 per share, in line with previous financial year.

DIVIDENDS PAID

In terms of the distribution of dividends during the last five years, the dividend paid and the utilization of the retained earnings reserve was as follows.

Dividends paid during the year on ordinary shares		2024	2023	2022	2021	2020
Dividend per share paid	€	0.065	0.060	0.060	0.055	0.055
Total amount	€ million	78.1	67.5	67.6	61.6	62.9
retained earnings reserve	€ million	78.1	67.5	67.6	61.6	62.9
other reserve	€ million	-	-	-	-	-

RETAINED EARNINGS

Following the resolution of the General Meeting of Shareholders of 11 April 2024, the profit for the year at 31 December 2023, amounting to €288.2 million, was allocated as follows:

- €78.1 million to dividends;
- €210.1 million to retained earnings.

OTHER RESERVES

	statutory reserve	legal reserve	retained earnings and other reserves								
	special capital reserve	cash flow hedge reserve	treasury ordinary shares	treasury special voting shares	ordinary shares purcha-ses/sale	share based payments	remeasu-rement of defined benefit plans	share premium	other reserve	retained earnings	total
	€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million
at 31 December 2023	22.0	9.0	(0.3)	(0.1)	(624.5)	56.8	(0.8)	-	11.6	2,376.3	1,819.0
Issue of new shares net of fees	-	-	-	-	-	-	-	642.6	-	-	642.6
Cost of share-based payments for the period	-	-	-	-	-	13.3	-	-	-	-	13.3
Share-based payments-controlled companies	-	-	-	-	-	13.7	-	-	-	-	13.7
Share-based payments assigned	-	-	-	-	-	(12.2)	-	-	-	12.2	-
Losses (profits) reclassified in the income statement	-	(0.8)	-	-	-	-	-	-	-	-	-
Profits (losses) allocated to shareholders' equity	-	(3.3)	-	-	-	-	0.2	-	-	-	0.2
Tax effect recognised in shareholder's equity	-	1.0	-	-	-	-	-	-	-	-	-
Purchase of treasury shares	-	-	-	-	-	-	-	-	-	-	-
Sale of treasury shares	-	-	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	(78.1)	(78.1)
Increase (decrease) through other changes	-	-	-	-	-	-	-	-	-	37.6	37.6
Allocation of prior year result	-	-	-	-	-	-	-	-	-	288.2	288.2
at 31 December 2024	**22.0**	**5.9**	**(0.3)**	**(0.1)**	**(624.5)**	**71.5**	**(0.7)**	**642.6**	**11.6**	**2,636.1**	**2,736.3**

	statutory reserve	**legal reserve**								**retained earnings and other reserves**
	special capital reserve	**cash flow hedge reserve**	**treasury ordinary shares**	**treasury special voting shares**	**ordinary shares purcha-ses/sale**	**share based payments**	**remeasu-rement of defined benefit plans**	**other reserve**	**retained earnings**	**total**
	€ million	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**	**€ million**
at 31 December 2022	39.8	27.1	(0.4)	(0.7)	(658.3)	47.5	(0.9)	11.6	1,915.7	1,314.6
Cost of share-based payments for the period						10.1				10.1
Share-based payments - controlled companies						11.7				11.7
Share-based payments assigned						(12.6)			12.6	-
Losses (profits) reclassified in the income statement		(6.1)								-
Profits (losses) allocated to shareholders' equity		(17.7)					0.1			0.1
Tax effect recognised in shareholder's equity		5.7								
Purchase of treasury shares			-		(20.9)				(0.4)	(21.3)
Sale of treasury shares			0.1		54.7					54.8
Special voting shares allocation				0.4						0.4
Dividends									(67.5)	(67.5)
Conversion from special voting shares A to special voting shares B	(17.8)									-
Allocation of prior year result			-		-				516.1	516.1
at 31 December 2023	**22.0**	**9.0**	**(0.3)**	**(0.3)**	**(624.5)**	**56.8**	**(0.8)**	**11.6**	**2,376.5**	**1,818.9**

The Company established a separate statutory reserve, herein referred to as the special capital reserve, for the purpose of satisfying obligations related to special voting shares. At the Board's discretion, the issuance of special voting shares may be executed using the funds from the special capital reserve in lieu of an actual monetary payment for the respective shares.

In addition, the reserve related to unrealized net gain connected to cash flow hedges through 'other comprehensive income' financial instruments was positive at €5.9 million (in 2023 the reserve was positive at €3.3 million), reporting an unrealized and not distributable net gain.

IV. SHARE-BASED PAYMENTS

ACCOUNTING POLICY

COMPENSATION PLANS IN THE FORM OF STOCK OPTIONS

The Company has multiple incentive plans in place, including benefits in the form of stock option plans, governed in accordance with the shareholders' resolution, pursuant to applicable law and implemented by means of a specific regulation ('Stock Option Regulations'). The purpose of the plan is to offer beneficiaries who occupy key positions at the Company the opportunity to own shares in Davide Campari-Milano N.V., thereby aligning their interests with those of other shareholders and fostering loyalty, in the context of the strategic goals to be achieved. The recipients are employees, directors and/or individuals who regularly work for one or more Group companies, who have been identified by the Board of Directors of Davide Campari-Milano N.V., and who, on the approval date of the plan and until the date that the options are exercised, have worked as employees and/or directors and/or in any other capacity at the Company without interruption. The Board of Directors of Davide Campari-Milano N.V. has the right to draft regulations, select beneficiaries and determine the share quantities and values for the execution of the stock option plans.

The fair value of stock options is represented by the value of the option calculated by applying the Black-Scholes model and the grant date starts once the options are assigned. Volatility is estimated with the help of data supplied by a market information provider together with a leading bank and corresponds to the estimate of volatility recorded in the period covered by the plan. The stock options are recorded at fair value with an offsetting entry in the stock option reserve. The dilutive effect of options not yet exercised is included in the calculation of diluted earnings per share.

DISCLOSURE

The AGM of 11 April 2024 approved a new remuneration policy in the form of other share-based instruments as described below.

Therefore, the last stock option plan was approved in 2023 while in 2024, no options were granted. The following table shows the changes in stock option plans during the periods concerned.

	2024		2023	
	no. of shares	average allocation/ exercise price (€)	no. of shares	average allocation/ exercise price (€)
Options outstanding at the beginning of the period	26,500,938	7.72	38,970,219	6.70
Options granted during the period	-	-	450,033	11.61
(Options cancelled during the period)	(1,887,054)	8.82	(727,195)	8.94
(Options exercised during the period)(1)	(958,942)	5.89	(12,158,728)	4.47
(Options expired during the period)	-	-	(33,391)	-
Options outstanding at the end of the period	23,654,942	7.72	26,500,938	7.72
of which exercisable at the end of the period	5,560,902	6.38	6,173,487	6.16

(1) The average market price on the exercise date was €8.68.

The exercise prices for the options granted in each year range were as follows.

	exercise price
Allocations: 2018	6.25
Allocations: 2019	8.85
Allocations: 2020	6.41
Allocations: 2021	9.91
Allocations: 2022	10.29
Allocations: 2023	11.61

The stock option plan does not include vesting conditions linked to business results or market conditions. The following assumptions were used for the fair value measurement of options issued in 2023.

	2023
Expected dividends (€)	0.065
Expected volatility (%)	21.18%
Historic volatility (%)	28.58%
Market interest rate	2.93%
Expected option life (years)	7.00
Exercise price (€)	11.61

The average fair value of options granted in 2023 was€3.51 in 2023, while no options were granted in 2024.

The average remaining life of outstanding options at 31 December 2024 was 2.7 years (3.4 years at 31 December 2023), while for those held by the Company's employees working in Italy, this was 1.1 years (1.9 at 31 December 2023).

STOCK OPTIONS AND OTHER SHARE-BASED PAYMENTS RESERVE

Accruals made to the stock option reserve during the year in respect of share-based payments totalled €26.7 million, of which €13.7 million was posted against the related investment for the allocation of stock options to directors and employees of subsidiaries.
Moreover, options exercised (including both stock options and other forms of share-based payments) during the year by beneficiaries at Davide Campari-Milano N.V. and its subsidiaries totalled €12.2 million.
For full information regarding stock option plans, see note 10 i-'Share-based payments'.

ACCOUNTING POLICY

SHARE-BASED PAYMENTS IN THE FORM OF 'EMPLOYEES SHARE OWNERSHIP PLAN', 'EXTRA-MILE BONUS PLAN ('EMB') AND MID-TERM INCENTIVE PLAN ('MTI')

The Shareholders' meeting of 8 April 2021 approved the resolution for the implementation of the Employee Share Ownership Plan ('ESOP'). ESOP is a share matching plan offering employees the opportunity to invest in Davide Campari-Milano N.V. shares. The ESOP is intended for all Group employees, with the exception of members of the Board of Directors. These employees will be offered the opportunity to allocate certain amounts to the plan, which will be used to purchase shares of Davide Campari-Milano N.V. (the 'Purchased Shares') by the plan administrator and, after a three-year vesting period, complementary free shares will be awarded. The free shares granted represent an equity settled arrangement.
The accounting treatment for the ESOP follows the accounting treatment applied for benefits granted in the form of stock option plans. The fair value of the ESOP plan is represented by the value of the option calculated by applying the Black-Scholes model. In the event that the granting of the benefit in the form of a share-based scheme is not permitted or it is not effective on the basis of specific national legislation, the same benefits are granted in the form of a phantom stock option plan. These plans confer the same rights as the ESOP plan but are cash-settled and the initial fair value measurement is calculated by applying the Black-Scholes model. The cost resulting from this valuation is spread over the vesting period, with an impact on the profit or loss using a long-term liability offsetting account (in place of an equity reserve). As a subsequent measurement, at each balance sheet date and at least once a year and on the settlement date, the value of the phantom plan must be fully remeasured on the basis of the current market value of the Davide Campari-Milano N.V. shares. Any cumulative changes in fair value are recognised in the profit or loss in the remeasurement period to align the liability with the 'pro-rata' value of the expected bonus payment pay-out.

As part of this, the Extra-Mile Bonus Plan ('EMB') program was awarded in 2021 representing a preparatory assignment to the launch of the ESOP program with which it shares the main features. The fair value of the EMB plan is represented by the awarded number of rights assigned calculated based on the annual base gross salary of eligible employees at 31 December 2020, divided by twelve.

On 13 April 2022, the Annual General Meeting approved a Mid-Term Incentive plan ('MTI') based on Campari shares and aimed at rewarding Camparistas for their active participation in the Group performance and fostering their retention. Eligible Camparistas will be granted a right to receive a number of Campari shares for free, subject to their uninterrupted employment over a three-year vesting period from the grant date. The number of award rights to be granted to each beneficiary will be calculated based on the beneficiary's annual base gross salary as of 31 December preceding the grant date. The MTI plan approved in April 2022 foresees 3 grants for the following three years, therefore the second grant was assigned in May 2023.

DISCLOSURE

The table below shows the changes in share-based rights during 2024 compared with 2023.

	31 December	
n. of rights	**2024**	**2023**
outstanding rights at the beginning of the year	1,137,363	1,070,036
assigned during the period	137,696	125,930
rights related to employees transferred from (to) other Group companies	(14,531)	8,036
cancelled during the period	(70,101)	(61,547)
exercised during the period	(283,469)	(5,092)
outstanding rights at the end of the year	906,959	1,137,363

With respect to EMB program granted in 2021 with a 3-years vesting period, the related shares were transferred and thus exercised to the eligible employees in July 2024 and no outstanding shares remained related to this dedicated plan.

The following assumptions were used for the weighted average fair value measurement of the ESOP plan for complementary free shares assignment for the year ended 2024 and 31 December 2023. The weighted average fair value for complementary free shares assigned in 2024 was €9.09 (€11.07 in 2023).

Black-Scholes - model parameters	2024	2023
Expected dividends (€)	0.065	0.065
Expected volatility (%)	199.74%	202.58%
Historic volatility (%)	24%	24%
Market interest rate	2.75%	3.34%
Expected option life (years)	3	3

The ESOP, EMB and MTI information documents, drafted in accordance with applicable legislation, are available on the Company's website: www.camparigroup.com/en/page/group/governance.

ACCOUNTING POLICY

SHARE-BASED PAYMENTS IN THE FORM OF 'LONG-TERM INCENTIVE PLAN ('LTI')

The General Meeting of 11 April 2024 approved a remuneration policy that entitles key management personnel and senior employees to receive Long-Term Incentive Plans. The plans entitle eligible Camparistas to receive a number of Campari shares for free, subject to their uninterrupted employment over a contractually defined vesting period from the grant date (Restricted Stock Units or 'RSU') and a number of Campari shares for free, subject to the achievement of Campari Group's performance conditions (Performance Stock Units or 'PSU') to be achieved over the vesting period. The performance conditions are both market conditions represented by the relative Total Shareholders' Return ('TSR') and non-market conditions represented by renewable energy targets. The fair value of these plans has been measured based on the following: for RSU the number of award rights to be granted to each beneficiary is calculated based on the beneficiary's annual base gross salary as of 31 December preceding the grant date; for PSU the fair value has been measured using a stochastic or Black-Scholes method, where service and non-market conditions attached to the agreements were not taken into account in measuring fair value.

DISCLOSURE

The approved remuneration policy pursuant to Dutch and European legislation included the following LTI plans: i) Long-Term Incentive Plan for eligible employees of the Group ii) Long-Term Incentive Plan for the Company's Lead Team and iii) CFOO Last Mile Incentive plan. All plans rules are available on the Company's website. The 2024 grant date of the three plans was 14 April 2024.

The first one has the purpose to reward selected employees of the Group for their active participation in Group performance and to foster retention. The eligible employees have been awarded a right to receive for free a number of Campari shares, subject to their continued employment during a vesting period of 3 years. The number of award rights assigned to each beneficiary was calculated based on the beneficiary's annual base gross salary as of 31 December 2023 with a fair value of €9.13.

With respect to the second plan mentioned above, the Long-Term Lead Team Incentive Plan, its purpose is to create a link between the Company's performance and the Company's Lead Team members. The latter will be awarded a right to receive for free a number of Campari shares, subject to their continued position or employment relationship during a vesting period, and the achievement of a relative TSR target and a Sustainability target. Two-thirds of the assigned rights were granted in the form of RSU and the remaining one-third will be assigned in the form of PSU. The methodology valuation used for the RSU is the same applied for the first plan described above, with a fair value of €9.13. PSU fair value was measured using a stochastic and Black-Scholes method with a weighted average of €6.77.

With respect to the third plan, the Last Mile Incentive plan for the Chief Financial and Operating Officer ('CFOO'), its purpose is to reward the CFOO, who has provided the Company with extraordinary value during a long-standing managerial period, and to ensure his retention over the long-term. The CFOO will be awarded a right to receive for free a number of Campari shares, subject to his continued directorship relationship during a vesting period of 8 years and the achievement of certain performance targets: (i) the uninterrupted directorship relationship with the Company until the vesting date under the terms and conditions set forth in the plan rules; and (ii) the achievement of at least one of the envisaged key performance indicators stated in the plan agreement. PSU fair value was measured using a Black-Scholes method with a weighted average of €8.64.

The table below shows the changes in share-based rights in the form of 'Long-Term Incentive Plan during 2024 compared with 2023.

n. of rights	2024
outstanding rights at the beginning of the year	-
assigned during the period	1,427,016
rights related to employees transferred from (to) other Group companies	(7,503)
cancelled during the period	(56,696)
exercised during the period	(9,895)
expired during the period	
outstanding rights at the end of the year	906,959

The following assumptions were used for the fair value measurement of PSU assigned during the year 2024 in connection with LTI plans for Lead Team and Last Mile Incentive for CFOO. The weighted average fair value of share-based rights assigned in 2024 was €8.47.

Black-Scholes and stochastic method - model parameters	2024
Expected dividends yield (%)	0.71%
Expected volatility (%)	22.46%
Historic volatility (%)	24%
Market interest rate	3.30%
Expected option life (years)	7.6

V. OTHER COMPREHENSIVE INCOME

DISCLOSURE

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Profit for the period (A)	**162.3**	**288.2**
B1) Items that may be subsequently reclassified to the statement of profit or loss	-	-
Cash flow hedge:	-	-
(Profit) losses classified to other profit and loss	(0.8)	(6.1)
Profit (loss) for the period to net equity	(3.3)	(17.7)
Related Income tax effect	1.0	5.7
Total cash flow hedge	**(3.2)**	**(18.1)**
B2) Items that may not be subsequently reclassified to the statement of profit or loss	-	-
Remeasurements of defined benefit plans:	-	-
Gains/(losses) on remeasurement of defined benefit plans	0.2	0.1
Related Income tax effect	-	-
Total remeasurements of defined benefit plans	**0.1**	**0.1**

VI. RECONCILIATION OF THE PARENT COMPANY AND GROUP NET PROFIT AND SHAREHOLDERS' EQUITY

DISCLOSURE

	31 December			
	2024		2023	
	shareholders' equity	result of the period	shareholders' equity	result of the period
	€ million	€ million	€ million	€ million
Figures from the annual financial statements of Davide Campari-Milano N.V.	**2,963.3**	**162.3**	**2,174.3**	**288.2**
Difference between carrying value and pro-rata value of shareholders' equity of equity investments	945.3	-	812.3	-
Pro-rata results of subsidiaries	-	56.8	-	220.0
Elimination of intra-group dividends	-	(24.4)	-	(178.5)
Elimination of intra-group profits and capital gains	(54.6)	7.0	(61.4)	0.8
Figures from the consolidated financial statements (figures attributable to the Group)	**3,854.0**	**201.6**	**2,925.2**	**330.5**
Shareholders' equity and net profit attributable to non-controlling interests	1.3	(9.0)	1.6	2.0
Group's equity and net profit	**3,855.3**	**192.7**	**2,926.8**	**332.5**

8. OTHER DISCLOSURES

This section details accounting policies for provisions for risks, future charges and fair value information on assets and liabilities, defined benefit and contribution plans. Judgements and estimates are stated regarding provisions. Moreover, this section discloses additional information which management considers to be relevant for stakeholders.

I. PROVISIONS FOR RISKS AND FUTURE CHARGES

ACCOUNTING POLICY

Provisions arising from legal or constructive obligations resulting from past events are reliably estimated and reviewed periodically to reflect changes in circumstances, timescales, and discount rates. Revisions to estimates of provisions are booked to the same statement of profit or loss item that contains the accrual or, if the liability relates to tangible assets (i.e., dismantling and restoration), these revisions are reported as an offsetting entry to the related asset. Where the financial impact of the timing is significant, and the payment dates of the obligations can be reliably estimated, the provision is discounted to present value. The change in the related amount over time is allocated to the statement for profit or loss. When the Company expects that third parties will repay all or part of the provisions, a receivable is recorded under assets only if it is virtually certain, and the accrual and related repayment are posted to the statement of profit or loss.

Dedicated restructuring provisions are only reported if there is a restructuring obligation deriving from a formal, detailed restructuring program, which has led to a reasonable expectation by interested parties that the restructuring will be carried out with an outflow of resources whose amount can be reliably estimated, either because the process has already started or because the main features of the restructuring program have already been communicated.

For detailed information on the accounting policy related to tax provisions, please refer to note 3 xi-'taxation'.
The Company may be involved in legal proceedings in respect of which it is not possible to make a reliable estimate of any expected settlement. Such cases are reported as contingent liabilities with a specific disclosure made available for information purposes.

The Company discloses purely contingent assets and provides information when there are material amounts that are highly likely to be realized. The Company records the relevant asset only when the original uncertainty relating to it no longer applies and it is virtually certain that the asset will be realized.
Guarantees are disclosed at fair value determined based on the present value of the difference in cash flows between the contractual payments required under the debt instrument and the payments that would be required without the guarantee or the estimated amount that would be payable to a third party for assuming the obligations.

DISCLOSURE
PROVISION FOR RISKS AND CHARGES

	tax provision	restructuring provisions	agent severance fund	other	total
	€ million	€ million	€ million	€ million	€ million
at 31 December 2023	**0.1**	**0.8**	**0.8**	**0.3**	**2.0**
Accruals	-	62.1	0.2	0.2	41.3
Utilizations	-	(21.5)	(0.1)	-	(0.4)
at 31 December 2024	**0.1**	**41.4**	**0.9**	**0.4**	**42.8**
of which estimated outlay:					
• due within 12 months	-	39.4	-	0.4	39.8
• due after 12 months	0.1	2.0	0.9	-	3.0

	tax provision	restructuring provisions	agent severance fund	other	total
	€ million	€ million	€ million	€ million	€ million
at 31 December 2022	**0.1**	**0.8**	**1.0**	**4.5**	**6.4**
Accruals	-	-	0.2	0.9	1.1
Utilizations	-	-	(0.3)	(5.2)	(5.5)
Releases	-	-	(0.1)	-	(0.1)
at 31 December 2023	**0.1**	**0.8**	**0.8**	**0.3**	**2.0**
of which estimated outlay:					
• due within 12 months	-	0.8	-	0.3	1.1
• due after 12 months	0.1	-	0.8	-	0.9

On 29 October 2024 a global restructuring program was launched, reflecting a balance of €41.4 million as of 31 December 2024 in the Company only financial statements. This initiative is among several strategic measures aimed at enhancing performance, alongside efforts to drive growth, improve profitability, streamline processes, and contain costs. At the Group level, the program is projected to achieve an improvement of 200 basis point of Selling, general and administrative expenses over the three-year period from 2025 to 2027, encompassing both personnel and non-personnel expenses. Included in the 2024 Company only financial statements, the programme underwent a comprehensive evaluation and estimation process to ensure compliance with applicable accounting standards and accurate forecasting of expected costs which covered the full scope of the plan with partial payment made by 31 December 2024.

There were no contingent liabilities to be reported.

II. COMMITMENTS AND RISKS

EXISTING CONTRACTUAL COMMITMENTS FOR THE PURCHASE OF GOODS OR SERVICES, PROPERTY, PLANT AND EQUIPMENT

The Company's other commitments for purchases of goods or services are shown below.

at 31 December 2024	purchase of assets	purchase of raw materials, semi-finished products and finished products	logistic costs	advertising and promotional expenses	packaging, habillage	administration services	information system services	total
	€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million
within 1 year	2.9	54.8	2.2	1.0	86.1	14.7	21.0	182.8
1-5 years	-	72.2	-	-	89.4	28.1	-	189.7
after 5 years	-	-	-	-	-	0.5	-	0.5
total commitments	**2.9**	**127.0**	**2.2**	**1.0**	**175.5**	**43.4**	**21.0**	**373.0**

at 31 December 2023	purchase of assets	purchase of raw materials, semi-finished products and finished products	logistic costs	advertising and promotional expenses	packaging, habillage	administration services	information system services	total
	€ million	€ million	€ million	€ million	€ million	€ million	€ million	€ million
within 1 year	122.6	43.8	3.3	5.3	94.9	14.1	25.1	201.2
1-5 years	-	65.0	2.1	3.2	123.0	29.9	16.4	239.6
total commitments	**122.6**	**108.8**	**5.4**	**8.5**	**217.9**	**44.0**	**41.5**	**440.7**

Commitments mainly related to the purchase of assets, raw materials and packaging materials.

OTHER GUARANTEES

Other forms of guarantees provided by the Company can be broken down as follows.

	31 December	
	2024	2023
	€ million	€ million
Guarantees issued to third parties	55.9	55.7
Guarantees issued to third parties in the interest of joint-ventures	0.4	9.0
Guarantees issued to third parties in the interest of Group companies	604.5	558.7
Total guarantees issued to third parties	**660.8**	**623.4**
Other guarantees	0.7	1.0
Total guarantees given	**661.5**	**624.4**

Guarantees issued to third parties in the interest of Campari Group companies mainly consist of sureties granted to third parties on behalf of Group companies for credit lines or commercial and financial agreements. The Company also provides guarantees to customs or tax authorities for excise duty liabilities or tax stamp liabilities, benefiting both Group companies and the Company itself.
The Company has provided financial guarantees in the context of the 50-50 joint venture in Dioniso Group with Moët Hennessy to create a premium pan-European Wines and Spirits e-commerce player, which holds the leading e-commerce platforms for wines and premium spirits in Italy (Tannico and Wineplatform S.p.A.) and in France (Ventealapropriete.com). It is thus providing 50% of the financial support to Dioniso Group to cover the committed liability for a personnel compensation scheme related to the business combination and at 31 December 2024 the estimated potential cash out for the Company totalled €0.4 million (€9.0 million at 31 December 2023). The change was mainly due to the payment of the remaining liabilities connected to the put and/or call options from the business combination in the second part of the year, for which the Company provided financial support.

CONTRACTUAL COMMITMENTS FOR THE USE OF THIRD-PARTY ASSETS THAT ARE NOT RECORDED USING LEASE ACCOUNTING

The following table shows amounts owed by the Company in future periods, broken down by maturity, in relation to the main contractual commitments for using of third-party assets that are not recorded using lease accounting. At 31 December 2024, the contracts mainly related to information technology equipment and warehouses for storing products.

	31 December	
	2024	2023
	€ million	€ million
within 1 year	5.6	5.4
1-5 years	10.8	-
Total	**16.4**	**5.4**

No off-balance sheet agreements, including between affiliates, were concluded during the year that could generate exposures or benefits for the Company, where knowledge of the same would be useful for assessing the Company's financial position or operating results.

III. FAIR VALUE INFORMATION ON ASSETS AND LIABILITIES

ACCOUNTING POLICY

FAIR VALUE ON FINANCIAL ASSETS AND LIABILITIES

For fair value information on financial assets and liabilities, please refer to note 6 i.-'Financial instruments'.

DISCLOSURE

A summary of the financial and non-financial assets and liabilities measured at fair value is shown below. The fair value of the financial items measured at amortised costs based on the applicable business model is also included.

	at 31 December 2024	at 31 December 2023
	€ million	€ million
A) Items reported at fair value	**(0.4)**	**(7.2)**
of which assets	0.5	7.5
Current assets for hedging derivatives	*0.3*	*0.6*
Current assets for hedge derivatives, not in hedge accounting	*0.1*	-
Non-current assets for hedging derivatives	-	*2.9*
Other non-current assets (non-financial item)	*0.1*	*4.0*
of which liability	2.1	0.6
Current liabilities for hedging derivatives	*1.5*	*0.1*
Non-current liabilities for hedging derivatives	*0.3*	-
Current liabilities for hedge derivatives, not in hedge accounting	*0.3*	*0.1*
Liabilities for put option and earn-out payments	-	*0.3*
B) Financial liabilities reported at amortised cost method but for which fair value information is provided	**2,301.6**	**1,733.3**
of which liability	2,301.6	1,733.3
Loans due to banks	*722.7*	*612.8*
Bonds issued in 2017	-	*149.0*
Bonds issued in 2019	-	*148.5*
Bonds issued in 2020	*517.0*	*504.4*
Bonds issued in 2023	*319.6*	*318.7*
Bonds issued in 2024	*742.3*	-

There were no changes in the Company's valuation processes, valuation techniques, and types of inputs used in the fair value measurements during the period with regards to the fair value of a) financial and b) non-financial instruments. The valuation date for all items is 31 December 2024.

FINANCIAL INSTRUMENTS

FAIR VALUE OF FINANCIAL INSTRUMENTS

- For financial assets and liabilities that are liquid or nearing maturity, it is assumed that the carrying amount equates to fair value; this assumption also applies to term deposits, securities that can be readily converted to cash, and variable-rate financial instruments;
- for the measurement of hedging instruments at fair value, valuation models based on market parameters are used;
- the fair value of non-current financial payables was obtained by discounting all future cash flows to present value under the conditions in effect at the end of the year.

Derivatives, valued using techniques based on market data, are mainly interest-rate swaps and forward sales/purchases of foreign currencies to hedge both the fair value of the underlying instruments and cash flows.
The most commonly applied valuation methods include forward pricing and swap models, which use present value calculations. The models incorporate various inputs, including the non-performance risk rating of the counterparty, market volatility, spot and forward exchange rates and current and forward interest rates.
An analysis of financial instruments measured at fair value based on three different valuation levels is provided in the table below.

- Level 1: valuation for the financial assets in question was calculated using a methodology based on the Net Asset Value, which was obtained from specialised external sources;
- level 2: valuation used for financial instruments measured at fair value was based on parameters such as exchange rates and interest rates, which are quoted on active markets or are observable on official yield curves;
- level 3: valuation used for financial liabilities deriving from or connected to business combinations, where a portion of the consideration was determined as a condition subordinated to the performance of the company acquired on the basis of contractually agreed indicators.

at 31 December 2024	level 1	level 2	level 3
	€ million	€ million	€ million
Assets reported at fair value			
Current assets for hedging derivatives	-	0.3	-
Current assets for hedge derivatives, not in hedge accounting		0.1	
Other non-current assets	-	-	0.1
Liabilities reported at fair value			
Current liabilities for hedging derivatives	-	1.5	-
Non-current liabilities for hedging derivatives	-	0.3	-
Current liabilities for hedge derivatives, not in hedge accounting	-	0.3	-
Financial liabilities fair value			
Loans due to banks	-	722.7	-
Bonds issued in 2020	-	517.0	-
Bonds issued in 2023	-	319.6	-
Bonds issued in 2024	-	742.3	-

at 31 December 2023	level 1	level 2	level 3
	€ million	€ million	€ million
Assets reported at fair value			
Current assets for hedging derivatives	-	0.6	-
Non-current assets for hedging derivatives	-	2.9	-
Other non-current assets	-	-	4.0
Liabilities reported at fair value			
Current liabilities for hedging derivatives	-	0.1	-
Current liabilities for hedge derivatives, not in hedge accounting	-	0.1	-
Liabilities for put option and earn-out payments	-	-	0.3
Financial liabilities fair value			
Loans due to banks	-	612.8	-
Bonds issued in 2017	-	149.0	-
Bonds issued in 2019	-	148.5	-
Bonds issued in 2020	-	504.4	-
Bonds issued in 2023	-	318.7	-

The following tables show the valuation techniques used in measuring level 2 and level 3 fair values at 31 December 2024 for financial instruments measured at fair value in the statement of financial position, as well as the significant unobservable inputs used.

type	valuation technique	significant unobservable inputs	inter-relationship between significant unobservable inputs and fair value measurement
Forward and option exchange contracts	The fair value is determined using quoted forward exchange rates at the reporting date based on high credit quality yield curves in the respective currencies. The models incorporate various inputs, including the credit rating of the counterparty, market volatility, spot and forward exchange rates and current and forward interest rates.	Not applicable.	Not applicable.
Interest rate swaps	The fair value of interest rate swaps agreements is calculated as the present value of the estimated future cash flows. Estimates of future floating-rate cash flows are based on quoted swap rates, futures prices and interbank borrowing rates. Estimated cash flows are discounted using a yield curve constructed from similar sources and which reflects the relevant benchmark interbank rate used by market participants for this purpose when pricing interest rate swaps. The fair value estimate is subject to a credit risk adjustment that reflects the credit risk of the Company and of the counterparty; this is calculated based on credit spreads derived from current credit default swap or bond prices.	Not applicable.	Not applicable.
Variable payments in form of earn-out agreements	The valuation model considers the present value of expected payments.	CT Spirits Japan variable earn-out • Expected contractually target business performances measured over a period of 3 years from the acquisition date • Risk-adjusted discount rate 3.5%.	The estimated fair value would increase (decrease) if: • The expected contractually target business performances, was higher (lower) with related impact in financial liabilities affecting the expected cash out value and the statement of profit or loss.

There were no transfers between fair value measurement levels during the period.

For the level 3 fair value items, reasonably possible changes at the reporting date to one of the significant unobservable inputs, holding other inputs constant, changes would be negligible. The baseline is the contingent consideration recorded as earn-out liability in the company only financial statements at 31 December.

FINANCIAL DERIVATIVES

A summary of financial derivatives implemented by the Company at 31 December 2024, broken down by hedging strategy, is shown below.

- DERIVATIVES USED FOR FAIR-VALUE HEDGING
  At 31 December 2024, the Company had contracts for hedging payables and receivables in foreign currency in place that meet the requirements to be recognised as hedging instruments based on the relevant accounting standards. Specifically, it recognised forward contracts on receivables and payables in currencies other than the € recorded in its financial statements at 31 December 2024. These contracts were negotiated to match maturities with incoming and outgoing cash flows resulting from sales and purchases in individual currencies. The valuation of these contracts at the reporting date resulted in the reporting of assets of €0.3 million and liabilities of €1.3 million (€0.4 million assets and €0.1 million liabilities at 31 December 2023).
  Below is a summary of the gains and losses on hedging items and on hedged items with regard to all fair-value hedges corresponding to the above-mentioned contracts.

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Gains on hedging instruments	0.3	0.3
Losses on hedging instruments	(0.1)	-
Total gains (losses) on hedging instruments	**0.2**	**0.3**
Gains on hedged items	0.9	0.1
Losses on hedged items	(0.1)	(0.7)
Total gains (losses) on hedged items	**0.8**	**(0.6)**

- DERIVATIVES USED FOR CASH-FLOW HEDGING
  The Company uses the following contracts to hedge its cash flows:

i) interest-rate swaps hedging the risk of interest rate fluctuations on future transactions relating to the clauses of financial loans;
ii) hedging of future sales and purchases in currency and interest rates on future transactions.

The fair value variation of the hedging instruments during the year generated a negative impact in other comprehensive income of €3.3 million and €0.8 million in profit or loss related to the reversal of cash flow reserve associated with the pre-hedging derivative (€17.7 million and €6.1 million respectively in 2023).
At the reporting date, the valuation of these contracts gave rise to the reporting of liabilities of €0.5 million and was negligible for assets (€2.9 million of assets associated with bonds and loans in 2023).

The table below shows when the aforementioned hedged cash flows are expected to be received (paid) at 31 December 2024 and 31 December 2023. These cash flows concern both interest and currency derivatives and have not been discounted. Since the Company does not distinguish the outflow for positive and negative fair values of derivative contracts, the below cash outflow is presented net.

at 31 December 2024	within one year	1-5 years	total
	€ million	€ million	€ million
Cash outflows (A)	(0.1)	(2.8)	(2.9)
Cash inflows (B)	-	7.8	7.8
Net cash flows (A+B)	**(0.1)**	**5.0**	**4.9**

at 31 December 2023	within one year	1-5 years	total
	€ million	€ million	€ million
Cash outflows (A)	-	-	-
Cash inflows (B)	0.2	11.7	11.9
Net cash flows	**0.2**	**11.7**	**11.9**

The overall changes in the cash-flow hedge reserve and the associated deferred taxes are shown below.

	gross amount	tax effect	net amount
	€ million	€ million	€ million
at 31 December 2023	11.9	(2.9)	9.0
profit or loss impact	(0.8)	0.2	(0.6)
net equity impact	(3.3)	0.8	(2.5)
at 31 December 2024	**7.7**	**(1.9)**	**5.9**

	gross amount	tax effect	net amount
	€ million	€ million	€ million
at 31 December 2022	35.7	(8.6)	27.1
profit or loss impact	(6.1)	1.5	(4.7)
net equity impact	(17.7)	4.2	(13.4)
at 31 December 2023	**11.9**	**(2.9)**	**9.0**

- HEDGING DERIVATIVES NOT REPORTED USING HEDGE ACCOUNTING
  These instruments are mainly related to hedges of future purchases in currencies other than the €. At 31 December 2024, financial assets of €0.1 million were reported, while financial liabilities were €0.3 million (at 31 December 2023 financial assets were negligible and financial liabilities of €0.1 million were reported).

NON-FINANCIAL INSTRUMENTS

The following tables show the valuation techniques used in measuring level 2 and level 3 fair values at 31 December 2024 for non-financial instruments measured at fair value in the statement of financial position and the significant unobservable inputs used.

type	valuation technique	significant unobservable inputs	inter-relationship between significant unobservable inputs and fair value measurement
Third-party investments	The valuation model considers investments in companies that are strategic investments for the Company for which the decision has been to recognise changes in the related fair values through profit or loss. The fair value is defined based on the performance result of the companies based on the last financial statements available.	Business performance.	The estimated fair value would increase (decrease) if business performance was higher (lower).

In light of the negligible amount of other non-current assets classified as level 3 fair value items, no sensitivity was detected as any reasonably possible changes at the balance sheet date of one of the significant unobservable inputs, keeping the other variables constant, would not have generated material effects either on the income statement or on the Company's net equity.

€ million	third-party investments
at 31 December 2023	4.0
revaluation / devaluation	(4.0)
at 31 December 2024	**0.1**

€ million	third-party investments
at 31 December 2022	4.1
revaluation / devaluation	(0.1)
at 31 December 2023	**4.0**

IV. DEFINED BENEFIT PLANS

ACCOUNTING POLICY

POST-EMPLOYMENT BENEFITS
The Company provides post-employment benefits to staff, both directly and by contributing to external funds.

DEFINED BENEFIT PLANS
The Company's obligation and the annual cost reported in the statement of profit or loss are determined by independent actuaries using the projected unit credit method.
The costs associated with an increase in the present value of the obligation, as the time for payment of the benefits draws nearer, are included under financial expenses, while the service costs are posted under the reporting line of cost of sales and selling, general and administrative expenses.

DEFINED CONTRIBUTION PLANS
Based on legal or contractual obligations, or on a voluntary basis, the Company fulfils post-employment employees obligations by paying contributions to a separate entity (publicly or privately administered pension funds), without making any actuarial calculation. At the end of the financial year, any liabilities for contributions to be paid are included in 'Other current liabilities', while the cost for the period is recognised under the reporting line of cost of sales and selling, general and administrative expenses.

DISCLOSURE

The employee liability indemnity ('TFR'), which relates to the Company's employees, pursuant to Article 2120 of the Italian Civil Code, falls under the scope of defined benefit plans. TFR contributions accrued up to 31 December 2006 remain with the Company; for contributions accruing from 1 January 2007, employees have the choice of allocating them to a complementary pension scheme or to keep them with the Company, which will transfer the contributions to a fund held at the INPS (the Italian social security agency).
Therefore, TFR contributions accrued from 1 January 2007 are classified as defined contribution plans.
As the Company usually pays contributions through a separate fund, without further obligations, it recognises its contributions to the fund in the year to which they relate, in respect of employees' service, without performing any actuarial calculation. Since the contributions in question have already been paid by the Company at the reporting date, no liability is recorded in the statement of financial position. Nonetheless, TFR contributions accrued up to 31 December 2006 will continue to be classified as defined benefit plans, with the actuarial valuation criteria remaining unchanged in order to reflect the current value of the benefits payable on the amounts accrued at 31 December 2006 when employees leave the Company.

The tables below summarise the components of the net cost of benefits reported in the statement of profit or loss and the statement of other comprehensive income in 2024 and 2023.

€ million	liabilities
Liabilities (assets) at 31 December 2023	**4.2**
Amounts included in the income statement:	
• current service costs	0.3
• net interest	0.2
Total	**0.4**
Amounts included in the statement of comprehensive income:	
• gain (losses) resulting from changes in actuarial assumptions	(0.2)
Total	**(0.2)**
Other changes:	
• benefits paid	(0.1)
Total	(0.1)
Liabilities (assets) at 31 December 2024	**4.3**

€ million	liabilities
Liabilities (assets) at 31 December 2022	**4.1**
Amounts included in the income statement:	
• current service costs	0.2
• past service costs	0.1
Total	0.4
Amounts included in the statement of comprehensive income:	
• gain/(losses) resulting from changes in actuarial assumptions	(0.1)
Total	**(0.1)**
Other changes:	
• benefits paid	(0.2)
• contributions to the plan by employees	(0.1)
• benefits transferred	0.1
Total	(0.3)
Liabilities (assets) at 31 December 2023	**4.2**

The main assumptions used in determining the obligations resulting from TFR are indicated below.

	31 December	
	2024	**2023**
Discount rate	3.00%	4.07%
Staff turnover rate	6.27%	5.63%
Salary increase	2.00%	-%
Forecast inflation rate	2.00%	3.00%

The quantitative sensitivity analysis of the significant assumptions used at 31 December 2024 is shown below.

at 31 December 2024	change in the assumptions	impact of positive change	impact of negative change
Discount rate	Discount rate +\- 0.5%	(3.00)%	3.00%
Rate of employee turnover	Turnover +\- 0.5%	0.05%	(0.05)%
Future salary increases	Salary increase rate +\- 0.5%	47.00%	(44.00)%
Forecast inflation rate	Inflation rate +\- 0.5%	2.00%	(2.00)%

at 31 December 2023	change in the assumptions	impact of positive change	impact of negative change
Discount rate	Discount rate +\- 0.5%	(3.03)%	3.25%
Rate of employee turnover	Turnover +\- 0.5%	(0.05)%	0.04%
Forecast inflation rate	Inflation rate +\- 0.5%	1.80%	(1.74)%

The sensitivity analysis shown above is based on a method involving the extrapolation of the impact on the obligation of reasonable changes to the key assumptions made at the end of the financial year. The methodology and the assumptions made in preparing the sensitivity analysis remain unchanged from the previous year. Since pension liabilities have been adjusted on the basis of the consumer price index, the pension plan is exposed to the inflation rate, interest-rate risks and changes in the rate of employee turnover. Since there are no assets that support the plans, the Company is not exposed to market risk in the sectors in which the plan is invested.

The table below reflects the expected payments in future years.

	31 December	
	2024	2023
Within 12 months	0.3	0.2
From 2 to 5 years	1.0	0.9
From 6 to 10 years	1.0	0.9
Total	**2.2**	**2.1**
Average plan duration (years)	**7**	**7**

Cash flows expected for future payments into the plan are not likely to have a significant effect on the Company's statement of financial position or statement of profit or loss.

V. RELATED PARTIES

DISCLOSURE

The Company adopts procedures to ensure the substantive and procedural transparency and integrity of transactions with related parties, whether carried out directly or through subsidiaries, in addition to defining the concept of related parties.

The main intra-group activities, paid for at market prices, are carried out on the basis of contractual relationships, which in particular relate to:

- the management of investments;
- the settlement of financial flows through the centralised intra-group cash and financial management system;
- the sharing of general, administrative and legal services;
- information technology support;
- commercial agreements.

Intra-group transactions are carried out through the centralised cash management system, with interest charged at market rates.

In addition, transactions with related parties include the agreement with the controlling shareholder, Lagfin S.C.A., Société en Commandite par Actions, relating to the option, exercised jointly with the Campari Group's other Italian subsidiaries, to adopt the national tax consolidation scheme governed by articles 117 et seq of the Consolidated Law on Corporate Income Tax ('TUIR') for the period running from 2024 to 2026.

The Company has also joined, along with the controlling shareholder Lagfin S.C.A., Société en Commandite par Actions, the Campari Group VAT scheme pursuant to article 73, para. 3, of Presidential Decree ('DPR') 633/72.
The receivables and payables arising as a result of the tax consolidation procedure are non-interest-bearing.
No other significant transactions have taken place with controlling entities, nor with their directly and/or indirectly owned subsidiaries, other than with Group companies.

For further details on the relationships with the Company subsidiaries, see below.

€ million	trade receivables	financial receivables	receivables (payables) for tax con-solidation	other receivables	other non-current assets	trade payables	financial payables	receivables (payables) for Group VAT	other non-current liabilities	other current liabilities
Lagfin S.C.A. Société en Commandite par Actions	-	-	5.1	-	0.1	-	-	(2.5)	-	-
Campari Japan Limited	1.6	-	-	-	-	-	-	-	-	-
Campari Argentina S.A.	4.4	-	-	0.2	-	-	-	-	-	-
Campari Austria GmbH	5.2	-	-	0.1	-	-	6.8	-	-	-
Campari Australia Pty Ltd.	3.2	6.0	-	0.2	-	-	-	-	-	-
Campari Benelux S.A.	0.5	1.5	-	-	-	-	-	-	-	-
Campari do Brasil Ltda.	2.6	0.8	-	0.2	-	0.2	-	-	-	-
Forty Creek Distillery Ltd.	1.3	-	-	-	-	-	-	-	-	-
Campari Schweiz A.G.	0.5	-	-	-	-	1.6	-	-	-	-
Campari Beijing Trading Co. Ltd.	2.0	-	-	-	-	-	-	-	-	-
Campari Deutschland GmbH	35.7	-	-	0.3	-	0.8	52.5	-	-	0.2
Campari España S.L.U.	4.1	-	-	-	-	0.3	10.2	-	-	-
Société des Produits Marnier Lapostolle S.A.S.	-	3.2	-	-	-	-	-	-	-	-
Campari Hellas Single Member Societe Anonyme	2.5	-	-	0.8	-	-	-	-	-	-
Campari International S.r.l.	8.2	-	-	-	-	-	26.7	-	-	-
J. Wray&Nephew Ltd.	16.5	-	-	0.2	-	0.4	-	-	-	-
Campari Mexico S.A. de C.V.	3.3	-	-	0.8	-	0.8	-	-	-	-
Campari Peru SAC	8.9	-	-	0.1	-	0.4	-	-	-	-
Campari RUS LLC	17.9	0.3	-	-	-	-	0.1	-	-	-
Campari Singapore Pte Ltd.	-	-	-	0.7	-	5.7	-	-	-	-
Campari Ukraine LLC	4.2	-	-	-	-	-	-	-	-	-
Glen Grant Ltd.	9.0	11.8	-	0.2	-	7.9	-	-	-	3.9
Campari America, LLC	22.8	-	-	2.0	-	6.6	-	-	-	-
Campari South Africa Pty Ltd.	0.7	-	-	-	-	0.1	-	-	-	-
Campari India Private Ltd.	1.1	-	-	0.4	-	1.2	-	-	-	-
Campari Mixology S.r.l.	0.1	2.2	-	-	-	-	-	-	-	-
Campari France SAS	11.2	-	-	0.4	-	2.3	25.9	-	-	-
Bellonnie et Bourdillon Successeurs S.A.S.	0.4	56.6	-	-	-	-	-	-	-	-

€ million	trade receivables	financial receivables	receivables (payables) for tax con-solidation	other receivables	other non-current assets	trade payables	financial payables	receivables (payables) for Group VAT	other non-current liabilities	other current liabilities
Licorera Ancho Reyes Y Cia S.A.P.I. de C.V.	-	-	-	-	-	0.1	-	-	-	-
Casa Montelobos S.A.P.I. de C.V.	-	-	-	-	-	0.1	-	-	-	-
Champagne Lallier S.A.S.	2.4	104.7	-	-	-	-	-	-	-	-
Campari Korea Co. Ltd.	1.9	-	-	0.1	-	-	-	-	-	-
Thirsty Camel Ltd.	(2.2)	-	-	0.1	-	-	-	-	-	-
Wilderness Trace Distillery LLC	0.5	-	-	-	-	-	-	-	-	-
Courvoisier SAS	1.8	13.1	-	2.0	-	2.1	-	-	-	-
L. de Salignac & Cie SAS	-	-	-	-	-	-	0.5	-	-	-
Distillerie Charentaise Jubert SAS	-	0.9	-	-	-	-	-	-	-	-
Total at 31 December 2024	**172.7**	**201.1**	**5.1**	**8.8**	**0.1**	**30.8**	**122.5**	**(2.5)**	**-**	**4.1**
Total at 31 December 2023	160.2	178.7	11.0	8.2	0.1	26.6	90.6	(3.2)	2.6	-

31 December € million	net sales	cost of sales	advertising and promotional expenses	selling, general and administrative expenses	dividends	financial income and expenses
Campari Argentina S.A.	0.7	-	-	1.9	-	-
Campari Austria GmbH	30.5	0.1	0.2	1.0	2.5	(0.2)
Campari Australia Pty Ltd.	9.9	-	(0.3)	1.3	-	0.5
Campari Benelux S.A.	29.0	-	0.1	(1.6)	1.3	0.2
Campari do Brasil Ltda	2.2	(0.4)	-	5.6	0.9	-
Forty Creek Distillery Ltd.	5.8	0.1	-	1.5	1.9	-
Campari Schweiz A.G.	17.1	-	0.1	(0.8)	1.7	-
Campari Beijing Trading Co. Ltd.	3.7	0.1	-	(7.4)	-	-
Campari Deutschland GmbH	145.2	(0.1)	0.2	18.3	-	(1.0)
Campari España S.L.U.	16.3	0.1	0.1	2.0	-	(1.2)
Société des Produits Marnier Lapostolle S.A.S.	-	-	-	-	-	0.4
Campari Hellas Single Member Societe Anonyme	6.9	(0.2)	-	3.3	-	-
Campari International S.r.l.	32.4	0.5	0.6	4.0	3.0	(0.8)
J. Wray&Nephew Ltd.	3.8	(1.1)	-	8.0	-	-

31 December € million	net sales	cost of sales	advertising and promotional expenses	selling, general and administrative expenses	dividends	financial income and expenses
Campari Japan Limited	2.3	-	-	1.1	-	-
Campari Mexico S.A. de C.V.	6.1	(3.9)	-	4.9	-	-
Campari New Zealand Ltd.	-	-	-	-	-	0.1
Campari Peru SAC	13.4	0.1	(0.4)	(2.1)	-	-
Campari RUS LLC	57.1	-	-	(0.8)	3.4	(0.2)
Campari Singapore Pte Ltd.	6.1	0.1	-	(5.9)	-	-
Campari Ukraine LLC	6.9	-	-	0.3	-	-
Glen Grant Ltd.	41.3	(10.0)	0.2	(4.5)	6.4	2.3
Campari America LLC	102.4	(1.6)	(3.2)	5.8	-	(0.3)
Campari South Africa Pty Ltd.	1.8	-	-	0.4	-	-
Campari India Pte Ltd.	2.6	-	-	(8.4)	-	-
Campari Mixology S.r.l.	0.2	-	-	(2.5)	-	0.2
Campari France SAS	58.3	(4.7)	(0.7)	9.7	-	(1.1)
Campari Korea Co. Ltd.	3.9	-	-	(2.2)	-	-
Bellonnie et Bourdillon Successeurs S.A.S.	0.1	(0.6)	-	0.8	-	2.0
Casa Montelobos S.A.P.I. de C.V.	-	(0.4)	-	(0.1)	-	-
Licorera Ancho Reyes Y Cia S.A.P.I. de C.V.	-	(0.2)	-	(0.1)	-	-
Champagne Lallier S.A.S.	-	(3.9)	-	3.4	-	3.3
Thirsty Camel Ltd	0.8	-	-	(2.8)	-	-
Wilderness Trace Distillery LLC	-	-	-	0.6	-	-
Courvoisier SAS	-	(14.0)	-	4.7	-	0.1
Total at 31 December 2024	**606.6**	**(40.0)**	**(3.2)**	**39.5**	**21.1**	**4.3**
Total at 31 December 2023	550.9	(33.5)	(1.1)	35.6	105.9	1.8

VI. REMUNERATION TO THE COMPANY'S BOARD OF DIRECTORS

DISCLOSURE

The remuneration to the Company's Board of Directors included in selling, general and administrative expenses was as follows.

	for the year ended 31 December	
	2024	2023
	€ million	€ million
Short-term fixed and variable remuneration	6.0	7.9
Termination benefits	3.2	-
Long-term and share - based remuneration[1]	2.8	3.0
Last mile long-term retention scheme[2]	2.5	10.0
Total	**14.5**	**20.9**

(1) The value shown above also includes the liability relating to the cancellation of plans granted to outgoing directors.
(2) Pursuant to the Remuneration Policy, in 2024 a shared-based last mile incentive scheme with retention purposes to be potentially awarded to the current CFOO has been approved by the Company's corporate bodies and therefore implemented as illustrated in the Remuneration Report in the 'Governance' section.

On the date of this report, a payable to directors of €3.7 million was recognised in the Group's accounts (at 31 December 2023 amounted to €33.8 million).
For more information regarding the remuneration of directors, please refer to the 'Governance' section.

VII. EMPLOYEES

All of the Company's employees are based in Italy and no employees work in the Netherlands.

DISCLOSURE

By category	2024	2023
	€ million	€ million
Managers	304	279
Office staff	582	558
Technical workers Technical workers	208	213
Total	**1,094**	**1,050**

VIII. AUDIT AND NON-AUDIT RELATED FEES

DISCLOSURE

The Company's Annual General Meeting of Shareholders held on 13 April 2024 resolved the appointment of EY Accountants B.V. for the statutory audit of the Company's accounts for the financial years 2023-2027, pursuant to applicable Dutch law.
The following table shows the 2024 amounts for external auditing activities and non-audit-related services provided by companies from the EY Accountants B.V. network.
Audit fees for EY Accountants B.V. amounted to €0.3 million. No other fees were charged by EY Accountants B.V..

€ million	2024				2023			
	EY Accountants B.V.	Other EY network firms	Other firms-outside EY network	Total	EY Accountants B.V.	Other EY network firms	Other firms - outside EY network	Total
Audit fees	0.2	2.9	0.4	3.5	0.2	2.7	0.1	3.1
Audit related services	0.1	0.2	-	0.3	-	0.1	-	0.1
Other non-audit services	-	-	-	-	-	0.2	-	0.2
Total	**0.3**	**3.1**	**0.4**	**3.8**	**0.2**	**3.0**	**0.1**	**3.4**

(for the year ended 31 December)

9. SUBSEQUENT EVENTS

I. COMPANY SIGNIFICANT EVENTS

There are no events to report after the end of the reporting period.

OTHER INFORMATION

OTHER INFORMATION

PROPOSAL FOR THE APPROPRIATION OF PROFIT

The appropriation of the profit will be determined in accordance with article 28 of the Articles of Association of Davide Campari-Milano N.V..
The total amount of the dividend distributed and, consequently, the residual amount of the profits carried forward, will vary according to the number of shares entitled, and these amounts will be defined when the dividend is actually paid on the basis of the shares outstanding at the coupon detachment date (therefore excluding the Company's own shares in the portfolio at that date).
In view of the above, it is proposed to:

- approve the financial statements for the year ended 31 December 2024 and
- to allocate the profit for the year of €162,325,818 as follows:

a) to distribute a dividend of €0.065 per ordinary share outstanding, except for own shares held by the Company at the coupon detachment date (for information purposes, based on the 28,763,237 own shares held at 31 December 2024, the total dividend is €78.2 million);
b) to carry forward the residual amount (for information purposes, amounting to €84.2 million on the basis of the outstanding shares mentioned above);

- to pay the above dividend per share starting from 24 April 2025, with detachment of coupon n. 5 of 22 April 2025 (in accordance with the Italian Stock Exchange calendar) and a record date of 23 April 2025.

Sesto San Giovanni (MI), 4 March 2025

Chairman of the Board of Directors
Luca Garavoglia

EY
Shape the future with confidence

Independent auditor's report

To: the shareholders and the board of directors of Davide Campari-Milano N.V.

Report on the audit of the financial statements 2024 included in the annual report

Our opinion

We have audited the accompanying financial statements 2024 of Davide Campari-Milano N.V. based in Amsterdam, the Netherlands.

In our opinion the financial statements give a true and fair view of the financial position of Davide Campari-Milano N.V. as at 31 December 2024 and of its result and its cash flows for 2024 in accordance with International Financial Reporting Standards as adopted in the European Union (EU-IFRSs) and with Part 9 of Book 2 of the Dutch Civil Code.

The financial statements comprise:

- The consolidated and company only statement of financial position as at 31 December 2024
- The following statements for 2024: the consolidated and company only statements of profit or loss, other comprehensive income, cash flows and changes in shareholders' equity
- The notes comprising material accounting policy information and other explanatory information

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the Our responsibilities for the audit of the financial statements section of our report.

We are independent of Davide Campari-Milano N.V. (the group) in accordance with the EU Regulation on specific requirements regarding statutory audit of public-interest entities, the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics for professional accountants).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information in support of our opinion

We designed our audit procedures in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The following information in support of our opinion and any findings were addressed in this context, and we do not provide a separate opinion or conclusion on these matters.

Our understanding of the business

Davide Campari-Milano N.V. is a global player in the branded spirits industry. With a portfolio of more than 50 premium brands and with leadership positions in Europe and the Americas and a growth strategy that aims to combine organic growth and external growth via acquisitions. The group is structured in group entities and we tailored our group audit approach accordingly. We paid specific attention in our audit to a number of areas driven by the operations of the group and our risk assessment.

We determined materiality and identified and assessed the risks of material misstatement of the financial statements, whether due to fraud or error in order to design audit procedures responsive to those risks and to obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

Materiality

Materiality	€26 million (2023: €25 million)
Benchmark applied	Approximately 5% of profit (loss) before taxation-adjusted for 2024.
Explanation	We have considered what is the most important financial statements measure to the users of the financial statements. In this respect, we presumed that for a profitable listed company the starting point is an earnings-based measure, specifically profit before taxation. Given the significant events disclosed in section Financial measures used to measure group performance of the annual report we decided to adjust the materiality basis for 2024 to account for components that may be considered non-representative of the current operating results and applied profit (loss) before taxation-adjusted as benchmark.

We have also taken into account misstatements and/or possible misstatements that in our opinion are material for the users of the financial statements for qualitative reasons.

We agreed with the Control, Risk & Sustainability Committee, a standing committee of the board of directors (hereinafter: Control, Risks & Sustainability Committee), that misstatements in excess of €1.3 million, which are identified during the audit, would be reported to the board of directors, as well as smaller misstatements that in our view must be reported on qualitative grounds.

Scope of the group audit

Davide Campari-Milano N.V. is at the head of a group of entities. The financial information of this group is included in the financial statements.

We are responsible for planning and performing the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are also responsible for the direction, supervision, review and evaluation of the audit work performed for purposes of the group audit. We bear the full responsibility for the auditor's report.

Based on our understanding of the group and its environment, the applicable financial framework and the group's system of internal control, we identified and assessed risks of material misstatement of the financial statements and the significant accounts and disclosures. Based on this risk assessment, we determined the nature, timing and extent of audit work performed, including the entities or business units within the group (components) at which to perform audit work. For this determination we considered the nature of the relevant events and conditions underlying the identified risks of material misstatements for the financial statements, the association of these risks to components and the materiality or financial size of the components relative to the group. In establishing the overall approach to the audit, we determined the type of work that is needed to be done by us, as group auditors, or by component auditors from Ernst & Young Global member firms and working under our instructions as well as requesting component auditors to communicate matters related to the financial information of the component that is relevant to identifying and assessing risks.

We have:

- Audited the group consolidation, financial statements, disclosures, adjustments to profit before taxation - adjusted and the key audit matter Valuation of goodwill and brands with indefinite useful life. The procedures on the key audit matter Improper revenue recognition of transactions around year-end including management override of controls related to estimates of discounts and deferred incentives was supported by component auditors from Ernst & Young Global member firms working under our supervision
- Selected 36 components to perform audits for group reporting purposes
- Performed centralized audit procedures for 22 components ourselves

This resulted in a coverage of 100% of the profit (loss) before taxation, 99% of the profit (loss) before taxation-adjusted, 97% of gross sales and 99% of total assets.
For other components, we performed analytical procedures to corroborate that our risk assessment and scoping remained appropriate throughout the audit.

We performed site visits to meet with local management and component teams, observe the component operations, discuss the group risk assessment and the risks of material misstatements for Campari Davide Milano N.V. in Italy and Courvoisier SAS in France. Additionally, we reviewed and evaluated the adequacy of the deliverables from component auditors and reviewed key working papers for selected components to address the risks of material misstatement. We held planning meetings, key meetings required based on circumstances and we attended closing meetings with local management for significant components. During these meetings and calls, amongst others, the planning, procedures performed based on risk assessments, findings and observations were discussed and any further work deemed necessary by the primary or component team was then performed.

By performing the audit work mentioned above at the entities or business units within the group, together with additional work at group level, we have been able to obtain sufficient and appropriate audit evidence about the group's financial information to provide an opinion on the financial statements.

Teaming and use of specialists
We ensured that the audit teams both at group and at component levels included the appropriate skills and competences which are needed for the audit of a listed client in the consumer products industry. We included specialists in the areas of actuarial services, climate and sustainability, IT audit, forensics, treasury, valuation and business modelling and income tax.

Our focus on climate-related risks and the energy transition

Climate change and the energy transition are high on the public agenda. Issues such as CO2 reduction impact financial reporting, as these issues entail risks for the business operation, the valuation of assets (stranded assets) and provisions or the sustainability of the business model and access to financial markets of companies with a larger CO2 footprint.

The board of directors summarized the group's commitments and obligations, and reported in the section Sustainability statement of the annual report how the group is addressing climate-related and environmental risks. Furthermore, we refer to section Significant events of the year of the management board report where the board of directors discloses its environmental targets in connection to climate-related risks and the effects of energy transition.
As part of our audit of the financial statements, we evaluated the extent to which climate-related risks and the effects of the energy transition and the group's commitments and targets, are taken into account in estimates and significant assumptions as well as in the design of relevant internal control measures. Furthermore, we read the management board report and considered whether there is any material inconsistency between the non-financial information in the sections Significant events of the year and Sustainability statement and the financial statements.

Our audit procedures to address the assessed climate-related risks and the possible effects of the energy transition did not result in a key audit matter. However, we describe the audit procedures responsive to the assessed risk related to the valuation of goodwill and brands with indefinite useful life in the description of our audit approach for the related key audit matter.

Our focus on fraud and non-compliance with laws and regulations

Our responsibility
Although we are not responsible for preventing fraud or non-compliance and we cannot be expected to detect non-compliance with all laws and regulations, it is our responsibility to obtain reasonable assurance that the financial statements, taken as a whole, are free from material misstatement, whether caused by fraud or error. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Our audit response related to fraud risks
We identified and assessed the risks of material misstatements of the financial statements due to fraud. During our audit we obtained an understanding of the group and its environment and the components of the system of internal control, including the risk assessment process and board of directors' process for responding to the risks of fraud and monitoring the system of internal control as well as the outcomes.
We refer to Section Risk management and Internal Control System of the annual report for the board of directors' (fraud) risk assessment.

We evaluated the design and relevant aspects of the system of internal control and in particular the fraud risk assessment, as well as the Campari Group code of ethics, anti-corruption, anti-bribery, antitrust and whistleblowing policies and incident registration. We evaluated the design and the implementation and, where considered appropriate, tested the operating effectiveness, of internal controls designed to mitigate fraud risks.

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption in close co-operation with our forensic specialists. We evaluated whether these factors indicate that a risk of material misstatement due to fraud is present.

We incorporated elements of unpredictability in our audit. We also considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud or non-compliance.

We addressed the risks related to management override of controls, as this risk is present in all organizations. For these risks we have performed procedures among other things to evaluate key accounting estimates for management bias that may represent a risk of material misstatement due
to fraud, in particular relating to important judgment areas and significant accounting estimates as disclosed in Note 2 (iv) to the financial statements. We have also used data analysis to identify and address high-risk journal entries and evaluated the business rationale (or the lack thereof) of significant extraordinary transactions, including those with related parties.

When identifying and assessing fraud risks, we presumed that there are risks of fraud in revenue recognition, in particular relating to estimates of discounts and deferred incentives. We describe the audit procedures responsive to the presumed risk of fraud in revenue recognition in the description of our audit approach for the key audit matter 'Improper revenue recognition of transactions around year-end including management override of controls related to estimates of discounts and deferred incentives'.

We considered available information and made enquiries of relevant executives, directors, internal audit, legal, compliance, human resources, regional directors and the Control, Risk & Sustainability Committee.

The fraud risks we identified, enquiries and other available information did not lead to specific indications for fraud or suspected fraud potentially materially impacting the view of the financial statements.

Our audit response related to risks of non-compliance with laws and regulations
We performed appropriate audit procedures regarding compliance with the provisions of those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. Furthermore, we assessed factors related to the risks of non-compliance with laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general industry experience, through discussions with the board of directors and the Control, Risk & Sustainability Committee, reading minutes, inspection of internal audit and compliance reports, and performing substantive tests of details of classes of transactions, account balances or disclosures.

We also inspected lawyers' letters and correspondence with regulatory authorities and remained alert to any indication of (suspected) non-compliance throughout the audit. Finally we obtained written representations that all known instances of non-compliance with laws and regulations have been disclosed to us.

Our audit response related to going concern

As disclosed in section Going concern including net financial debt in Note 2iv to the financial statements, the financial statements have been prepared on a going concern basis. When preparing the financial statements, the board of directors made a specific assessment of the group's ability to continue as a going concern and to continue its operations for the foreseeable future.

We discussed and evaluated the specific assessment with the board of directors exercising professional judgment and maintaining professional skepticism.
We considered whether the board of directors' going concern assessment, based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, contains all relevant events or conditions that may cast significant doubt on the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion.

Based on our procedures performed, we did not identify material uncertainties about going concern. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a group to cease to continue as a going concern.

Our key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements. We have communicated the key audit matters to the Control, Risk & Sustainability Committee. The key audit matters are not a comprehensive reflection of all matters discussed.

In comparison with previous year, the nature of our key audit matters did not change.

Valuation of goodwill and brands with indefinite useful life	
Risk	Valuation of goodwill and brands with indefinite useful life are impacted by the same risk and procedures so we have combined these two matters in one key audit matter. At 31 December 2024, the recorded amounts of goodwill and brands with indefinite useful life were €2,420.1 million and €1,314.8 million, respectively. Financial statements disclosures related to the valuation of goodwill and brands with indefinite useful life are reported in Note 4iii Intangible assets which describes the composition of the value as at 31 December 2024 as well as the CGU (Cash Generating Unit) allocation process and the methodology applied to determine the recoverable amount of assets, and in particular the valuation methodology and assumptions used, as well as the sensitivity analyses performed on the recoverable amount upon the modification of the main assumptions. The process and the methodologies for the evaluation and calculation of the recoverable amount of goodwill and brands is based on assumptions that imply management judgment, with particular reference to the expected cash flows, included in the 2025 budget and the strategic plan for 2026-2027 (the cash flow plan). These are prepared by the operating companies and approved by the board of directors. The cash flow plan was extrapolated on a ten-year basis except for Glen Grant for which a fifteen-year period is used. The use of both forecast periods was justified by the extension of the life cycle of the brands in the reference market, as well as the length of the maturing process of certain brands in some CGUs. Regarding climate-related matters, the strategic plan considered the necessary investments according to the path to decarbonization. Additionally, for the period beyond the cash flow plan the board of directors has determined an appropriate long-term growth and discount rate to be applied to the cash flow forecasts. Considering the significance of the amounts for the financial statements, the level of management judgment in the assessment of the methodologies and assumptions adopted to determine the recoverable amount of goodwill and brands with indefinite useful life, we considered this matter a key-audit matter.
Our audit approach	Our audit procedures related to this key audit matter included, among others evaluating the appropriateness of group's accounting policies related to the valuation of goodwill and brands with indefinite useful life in accordance with IAS 36, 'Impairment of Assets' and whether these accounting policies has been applied consistently or whether changes, if any, are appropriate in the circumstances. We obtained an understanding of the processes and key controls implemented by the group in connection to the valuation of goodwill and brands with indefinite useful life, as identified in the impairment test procedures approved by the board of directors and how assets and liabilities have been allocated to CGU's. Furthermore, we performed the following procedures with the support of our own experts in valuation and business modelling: - Evaluation of the methodologies applied and the discount rates used by the group based on market practice as well as the mathematical accuracy of the calculation models - Inspection of the independent expert report supporting the group's impairment test - Reperforming the sensitivity analysis on the key assumptions in order to identify the changes in assumptions that could have a significant impact on the determination of the recoverable amount. For the forward-looking information used in the cash flow plan, ten-year forecast and long-term expectations, we evaluated: • The quality of the forecasts as compared to the historical accuracy of the previous forecasts • How the strategic plan includes the necessary investments for the path to decarbonization • The criteria used in the determination of the long-term growth and the discount rates with market reports and public information about demographic and economic developments Lastly, we evaluated the adequacy of the related disclosure in the consolidated financial statements.
Key observations	The assumptions used in the impairment model are within acceptable ranges and we agree with the board of directors' conclusions.

Improper revenue recognition of transactions around year-end including management override of controls related to estimates of discounts and deferred incentives	
Risk	The group recognizes revenues (gross sales) when the customer gains the control of goods according to the contract terms applicable to specific distribution channels. The revenue recognized is based on the price provided in the agreement, net of discounts or estimated deferred incentives granted in line with industry practice. The estimate of discounts and deferred incentives due to customers in relation to sales for the year is recognized based on customer agreements and historical experience. Considering the high volume of sales transactions, through different distribution channels, the significance of the estimate of discounts and deferred incentives, and the complexity due to the number of variable agreement terms for different customers, as well as the potential risk of management override of controls or other inappropriate influence on revenue recognition, we consider this matter a key audit matter. Financial statement disclosures related to revenue recognition, estimate of discounts and deferred incentives are reported in Note 3i Net sales in the paragraph related to Revenues from sales and services.
Our audit approach	Our audit procedures performed designed to address the matter in our audit included, among others evaluating the appropriateness of the company's accounting policies for revenue recognition in particular relating to estimates of discounts and deferred incentives in accordance with IFRS 15 'Revenue from Contracts with Customers' and whether these policies have been applied consistently or whether changes, if any, are appropriate in the circumstances. We obtained an understanding of the processes and key controls implemented by the group in connection with the estimate of discounts and deferred incentives and tested key controls specifically related to determining satisfaction of the contractual terms and information related to sales. Furthermore, we performed the following substantive procedures: - Substantive testing on a sample of sales transactions, estimates of discounts and deferred incentives - Performing look-back analysis of prior year discount and deferred incentives estimate against actual results and analysis of variances - Substantive testing on a sample of sales transactions recognized at year end, considering the different distribution channels, to evaluate revenue recognition in the correct financial year Lastly, we evaluated the adequacy of the related disclosures in the consolidated financial statements.
Key observations	Based on the audit procedures performed, we did not identify any material misstatements in the gross sales reported.

Report on other information included in the annual report

The annual report contains other information in addition to the financial statements and our auditor's report thereon.

Based on the following procedures performed, we conclude that the other information:
- Is consistent with the financial statements and does not contain material misstatements
- Contains the information as required by Part 9 of Book 2 of the Dutch Civil Code for the management report (excluding the sustainability statement) and the other information as required by Part 9 of Book 2 of the Dutch Civil Code and as required by Sections 2:135b and 2:145 sub-section 2 of the Dutch Civil Code for the remuneration report

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements. By performing these procedures, we comply with the requirements of Part 9 of Book 2 and Section 2:135b sub-Section 7 of the Dutch Civil Code and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The board of directors is responsible for the preparation of the other information, including the management report in accordance with Part 9 of Book 2 of the Dutch Civil Code and other information required by Part 9 of Book 2 of the Dutch Civil Code. The board of directors is responsible for ensuring that the remuneration report is drawn up and published in accordance with Sections 2:135b and 2:145 sub-section 2 of the Dutch Civil Code.

Report on other legal and regulatory requirements and ESEF

Engagement

We were engaged by the shareholders' meeting as auditor of Davide Campari-Milano N.V. on 27 July 2020, as of the audit for the year 2020 and have operated as statutory auditor ever since that date.

No prohibited non-audit services

We have not provided prohibited non-audit services as referred to in Article 5(1) of the EU Regulation on specific requirements regarding statutory audit of public-interest entities.

European Single Electronic Reporting Format (ESEF)

Davide Campari-Milano N.V. has prepared the annual report in ESEF. The requirements for this are set out in the Delegated Regulation (EU) 2019/815 with regard to regulatory technical standards on the specification of a single electronic reporting format (hereinafter: the RTS on ESEF).

In our opinion the annual report prepared in the XHTML format, including the (partially) marked-up consolidated financial statements as included in the reporting package by Davide Campari-Milano N.V., complies in all material respects with the RTS on ESEF.

The board of directors is responsible for preparing the annual report, including the financial statements, in accordance with the RTS on ESEF, whereby the board of directors combines the various components into a single reporting package.

Our responsibility is to obtain reasonable assurance for our opinion whether the annual report in this reporting package complies with the RTS on ESEF.

We performed our examination in accordance with Dutch law, including Dutch Standard 3950N, 'Assurance-opdrachten inzake het voldoen aan de criteria voor het opstellen van een digitaal verantwoordingsdocument' (assurance engagements relating to compliance with criteria for digital reporting). Our examination included amongst others:

- Obtaining an understanding of the group's financial reporting process, including the preparation of the reporting package
- Identifying and assessing the risks that the annual report does not comply in all material respects with the RTS on ESEF and designing and performing further assurance procedures responsive to those risks to provide a basis for our opinion, including:
  - Obtaining the reporting package and performing validations to determine whether the reporting package containing the Inline XBRL instance document and the XBRL extension taxonomy files, has been prepared in accordance with the technical specifications as included in the RTS on ESEF
  - Examining the information related to the consolidated financial statements in the reporting package to determine whether all required mark-ups have been applied and whether these are in accordance with the RTS on ESEF

Description of responsibilities regarding the financial statements

Responsibilities of the board of directors for the financial statements

The board of directors is responsible for the preparation and fair presentation of the financial statements in accordance with EU-IFRSs and Part 9 of Book 2 of the Dutch Civil Code. Furthermore, the board of directors is responsible for such internal control as the board of directors determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the board of directors is responsible for assessing the group's ability to continue as a going concern. Based on the financial reporting framework mentioned, the board of directors should prepare the financial statements using the going concern basis of accounting unless the board of directors either intends to liquidate the group or to cease operations or has no realistic alternative but to do so. The board of directors should disclose events and circumstances that may cast significant doubt on the group's ability to continue as a going concern in the financial statements.
The Non-Executive Directors are charged with the supervision of the Executive directors, including supervision on the integrity and quality of financial reporting. Working within the board of directors, the Control, Risk & Sustainability Committee is charged with the monitoring of the group's financial reporting process and the preparatory work for the Non-Executive Directors' decision-making regarding the supervision of the integrity and quality of the group's financial reporting.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material misstatements, whether due to fraud or error during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgment and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. The Information in support of our opinion section above includes an informative summary of our responsibilities and the work performed as the basis for our opinion.
Our audit further included among others:

- Performing audit procedures responsive to the risks identified, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication

We communicate with the Control, Risk & Sustainability Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit. In this respect we also submit an additional report to the Control, Risk & Sustainability Committee in accordance with Article 11 of the EU Regulation on specific requirements regarding statutory audit of public-interest entities. The information included in this additional report is consistent with our audit opinion in this auditor's report.

We provide the Control, Risk & Sustainability Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Control, Risk & Sustainability Committee, we determine the key audit matters: those matters that were of most significance in the audit of the financial statements. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, not communicating the matter is in the public interest.

Rotterdam, 4 March 2025

EY Accountants B.V.

signed by P.W.J. (Pieter) Laan

Shape the future with confidence

Limited assurance report of the independent auditor on the sustainability statement

To: the shareholders and board of directors of Davide-Campari Milano N.V.

Our conclusion

We have performed a limited assurance engagement on the consolidated sustainability statement for 2024 of Davide-Campari Milano N.V. based in Amsterdam (hereinafter: the Group) in Section Environment Social and Governance of the accompanying management board report including the information incorporated in the sustainability statement by reference (hereinafter: the sustainability statement).

Based on our procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the sustainability statement is not, in all material respects:

- Prepared in accordance with the European Sustainability Reporting Standards (ESRS) as adopted by the European Commission and compliant with the double materiality assessment process carried out by the Group to identify the information reported pursuant to the ESRS
- Compliant with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)

Our conclusion has been formed on the basis of the matters outlined in this limited assurance report.

Basis for our conclusion

We have performed our limited assurance engagement on the sustainability statement in accordance with Dutch law, including Dutch Standard 3810N, 'Assurance-opdrachten inzake duurzaamheidsverslaggeving' (Assurance engagements relating to sustainability reporting), which is a specified Dutch standard that is based on the International Standard on Assurance Engagements (ISAE) 3000 (Revised), 'Assurance engagements other than audits or reviews of historical financial information'.

Our assurance engagement was aimed to obtain a limited level of assurance that the sustainability statement is free from material misstatements. The procedures vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.
Our responsibilities in this regard are further described in the Section 'Our responsibilities for the limited assurance engagement on the sustainability statement' of our report.

We are independent of Davide-Campari Milano N.V. in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. This includes that we do not perform any activities that could result in a conflict of interest with our independent assurance engagement and we are not involved in the preparation of the sustainability statement, as doing so may compromise our independence.

Furthermore, we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics for Professional Accountants). The ViO and VGBA are at least as demanding as the International code of ethics for professional accountants (including International independence standards) of the International Ethics Standards Board for Accountants (the IESBA Code) as relevant to limited assurance engagements on sustainability statements of public interest entities in the European Union.

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Emphasis of matter

The sustainability statement has been prepared in a context of new sustainability reporting standards, requiring entity-specific interpretations and addressing inherent measurement or evaluation uncertainties. In this context, we want to emphasize the following matters:

<u>Emphasis on the most significant uncertainties affecting the quantitative metrics and monetary amounts</u>

We draw attention to Section ESRS 2 BP-2 - Disclosures in relation to specific circumstances in the sustainability statement that identifies the quantitative metrics and monetary amounts that are subject to a high level of measurement uncertainty and discloses information about the sources of measurement uncertainty and the assumptions, approximations and judgements the Group has made in measuring these in compliance with the ESRS. The comparability of sustainability information between entities and over time may be affected by the lack of historical sustainability information in accordance with the ESRS and by the absence of a uniform practice on which to draw, to evaluate and measure this information. This allows for the application of different, but acceptable, measurement techniques, especially in the initial years.

<u>Emphasis on the double materiality assessment process</u>

We draw attention to Section ESRS 2 IRO-1 - Description of the process to identify and assess material impacts, risks and opportunities in the sustainability statement. This disclosure explains future improvements in the ongoing due diligence and double materiality assessment process, including robust engagement with affected stakeholders. Due diligence is an on-going practice that responds to and may trigger changes in the Group's strategy, business model, activities, business relationships, operating, sourcing and selling contexts. The double materiality assessment process requires the Group to make key judgments and use thresholds and may also be impacted in time by sector-specific standards to be adopted. Therefore, the sustainability statement may not include every impact, risk and opportunity or additional entity-specific disclosure that each individual stakeholder (group) may consider important in its own particular assessment.

Our conclusion is not modified in respect of these matters.

Comparative information not assured

Sustainability information for reporting years before 2024 included in the sustainability statement, has not been part of this limited assurance engagement. Consequently, we do not provide any assurance on the comparative information and thereto related disclosures in the sustainability statement for reporting years before 2024. Our conclusion is not modified in respect of this matter.

Limitation to the scope of our assurance engagement

In reporting forward-looking information in accordance with the ESRS, the board of directors describes the underlying assumptions and methods of producing the information, as well as other factors that provide evidence that it reflects the actual plans or decisions made by the Group (actions). Forward-looking information relates to events and actions that have not yet occurred and may never occur. The actual outcome is likely to be different since anticipated events frequently do not occur as expected. We do not provide assurance on the achievability of forward-looking information.
Our conclusion is not modified in respect of this matter.

Responsibilities of the board of directors for the sustainability statement

The board of directors is responsible for the preparation of the sustainability statement in accordance with the ESRS, including the double materiality assessment process carried out by the Group as the basis for the sustainability statement and disclosure of material impacts, risks and opportunities in accordance with the ESRS. As part of the preparation of the sustainability statement, the board of directors is responsible for compliance with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation).

Furthermore, the board of directors is responsible for such internal control as it determines is necessary to enable the preparation of the sustainability statement that is free from material misstatement, whether due to fraud or error.

The board of directors is responsible for overseeing the sustainability reporting process including the double materiality assessment process carried out by the Group.

Our responsibilities for the limited assurance engagement on the sustainability statement

Our responsibility is to plan and perform the limited assurance engagement in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.

We apply the applicable quality management requirements pursuant to the Nadere voorschriften kwaliteitsmanagement (NVKM, regulations for quality management) and the International Standard on Quality Management (ISQM) 1, and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

Our limited assurance engagement included amongst others:

- Performing inquiries and an analysis of the external environment and obtaining an understanding of relevant sustainability themes and issues, the characteristics of the Group, its activities and the value chain and its key intangible resources in order to assess the double materiality assessment process carried out by the Group as the basis for the sustainability statement and disclosure of all material sustainability-related impacts, risks and opportunities in accordance with the ESRS
- Obtaining through inquiries a general understanding of the internal control environment, the Group's processes for gathering and reporting entity-related and value chain information, the information systems and the Group's risk assessment process relevant to the preparation of the sustainability statement and for identifying the Group's activities, determining eligible and aligned economic activities and prepare the disclosures provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation), without obtaining assurance information about the implementation or testing the operating effectiveness of controls
- Assessing the double materiality assessment process carried out by the Group and identifying and assessing areas of the sustainability statement, including the disclosures provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation), where misleading or unbalanced information or material misstatements, whether due to fraud or error, are likely to arise (selected disclosures). Designing and performing further assurance procedures aimed at assessing that the sustainability statement is free from material misstatements responsive to this risk analysis.
- Considering whether the description of the double materiality assessment process in the sustainability statement made by the board of directors appears consistent with the process carried out by the Group
- Performing analytical review procedures on quantitative information in the sustainability statement, including consideration of data and trends
- Assessing whether the Group's methods for developing estimates are appropriate and have been consistently applied for selected disclosures. We considered data and trends, however our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the board of directors' estimates
- Analyzing, on a limited sample basis, relevant internal and external documentation available to the Group (including publicly available information or information from actors throughout its value chain) for selected disclosures
- Reading the other information in the annual report to identify material inconsistencies, if any, with the sustainability statement
- Considering whether the disclosures provided to address the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation) for each of the environmental objectives, reconcile with the underlying records of the Group and are consistent or coherent with the sustainability statement, appear reasonable, in particular whether the eligible economic activities meet the cumulative conditions to qualify as aligned and whether the technical screening criteria are met, and whether the key performance indicators disclosures have been defined and calculated in accordance with the Taxonomy reference framework, and comply with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation), including the format in which the activities are presented
- Considering the overall presentation, structure and fundamental qualitative characteristics of information (relevance and faithful representation: complete, neutral and accurate) reported in the sustainability statement, including the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation)
- Considering, based on our limited assurance procedures and evaluation of the evidence obtained, whether the sustainability statement as a whole, is free from material misstatements and prepared in accordance with the ESRS

Communication

We communicate with the Control, Risk and Sustainability Committee, which has been established within the board of directors, regarding, among other matters, the planned scope and timing of the assurance engagement and significant findings that we identify during our assurance engagement.

Rotterdam, 4 March 2025

EY Accountants B.V.

signed by P.W.J. (Pieter) Laan

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CAMPARI GROUP

TOASTING LIFE TOGETHER