

CAMPARI GROUP

C O R P O R A T E P R E S E N T A T I O N 2 0 2 4

TOASTING LIFE TOGETHER

CAMPARI GROUP'S HISTORY

Campari was founded in 1860 - the year Gaspare Campari invented the bright red bittersweet aperitif in downtown Milan.

From 1888 onwards, his successor and son, **Davide Campari**, developed and implemented an extensive campaign to grow the brand globally, featuring a winning marketing strategy; the creation of the first single-serve aperitif, Campari Soda, in 1932; and a patronage of the arts to enhance product promotion.

In the 1960s, Campari Group's distribution power already reached over 80 countries. In the **second half of the 1990s**, the beverage industry was characterized by a strong **M&A** trend which led to the creation of corporations with global dimensions and remarkable portfolios appealing to a broad consumer dynamic.

Therefore, Campari chose to expand not only via organic growth but also via external growth, turning from a single-brand company as late as 1995 to a multinational company with a solid and expansive portfolio with international appeal today.

CAMPARI GROUP TODAY

Campari Group today is a major player in the global branded spirits industry, with a portfolio of over **50 premium and super premium brands**, marketed and **distributed in over 190 markets** around the world, with leading positions in Europe and the Americas. The Group employs around 4,900 people and has an extensive portfolio of premium and super premium brands, spreading across Global, Regional and Local priorities. Shares of the parent company Davide Campari - Milano N.V. are listed on the Italian Stock Exchange since 2001. Campari Group is today the sixth-largest player worldwide in the premium spirits industry*.

- | | |
|-----------------|------------------------|
| 1 Diageo | 6 Campari Group |
| 2 Pernod Ricard | 7 Constellation Brands |
| 3 Bacardi Ltd. | 8 E.&J. Distillers |
| 4 Beam Suntory | 9 Mast-Jägermeister |
| 5 Brown-Forman | 10 The Edrington Group |



– Campari Group Headquarter, Sesto San Giovanni.

*Source: Impact's top 100 Premium Spirits Brands Worldwide by Company, March 2022

WORLDWIDE PRESENCE

A STRENGTHENED
ROUTE-TO-MARKET
AND PRODUCT SUPPLY CHAIN

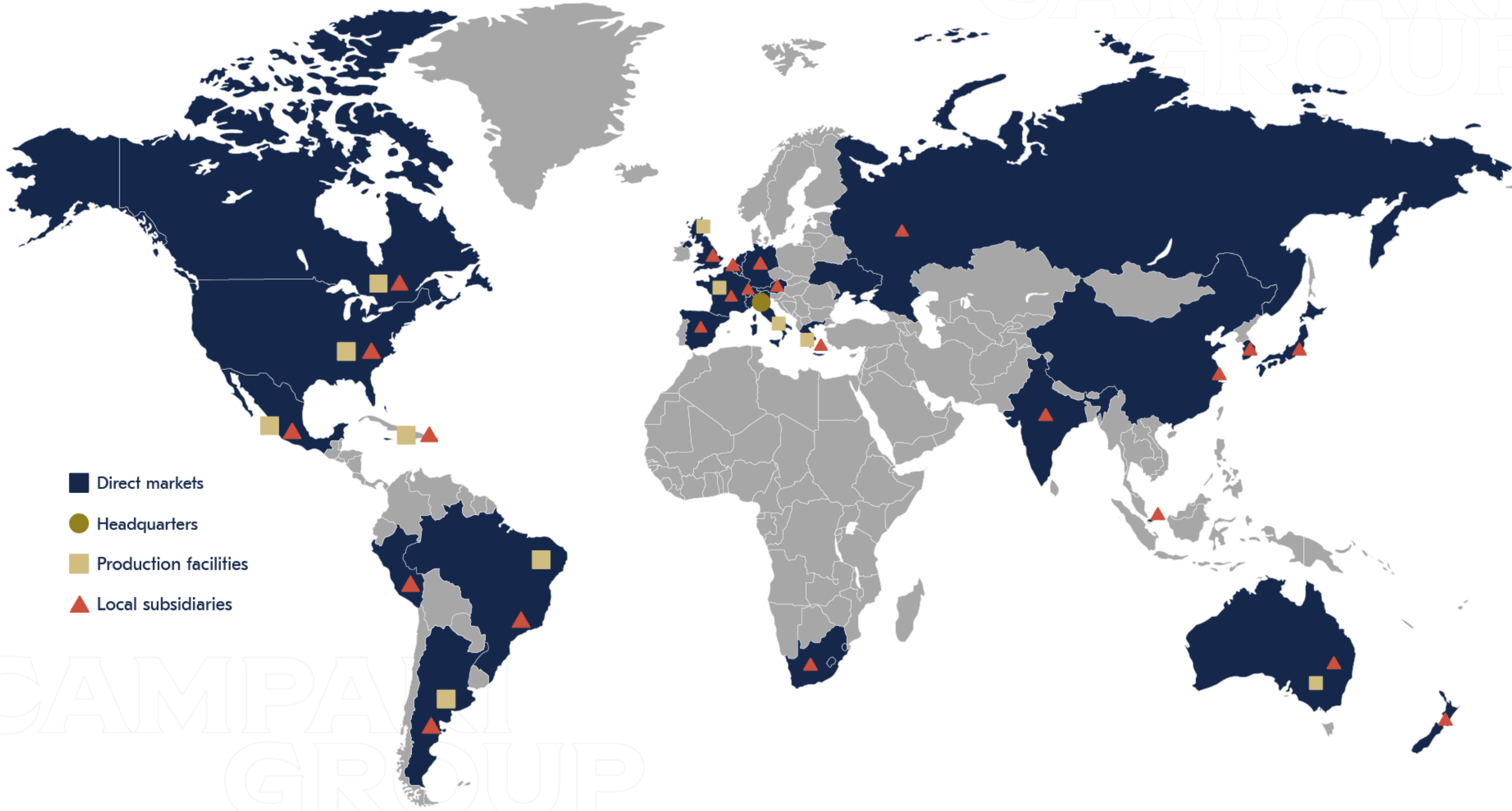


Headquartered in Sesto San Giovanni (Milan), **Campari Group** globally reaches with its brands 190 nations around the world. Since 2004, it dramatically strengthened its route-to-market from 5 to **26 in-market companies** accounting for approximately 93% of FY 2023 Group revenues.

The Group insourced bottling activities in the core US and Australia markets and **globally increased its manufacturing plants from 8 in 2004 to 25 today**: Italy (4), Greece, Scotland, Jamaica (3), France (7), Australia, Mexico (3), United States (2), Canada, Argentina, Brazil.

2004 in-market companies: Italy, Germany, USA, Brazil, Switzerland.

Additions since 2004: Austria, China, Argentina, Mexico, Ukraine, Benelux, Australia, Russia, Martinique, Jamaica, UK, Spain, Canada, Peru, South Africa, France, South Korea, India, Japan, New Zealand and Greece.



- Direct markets
- Headquarters
- Production facilities
- ▲ Local subsidiaries

GROWTH STRATEGY

Campari Group's growth strategy aims to combine **organic growth** through strong brand building **with** shareholder value enhancing **acquisitions**.

50%
ORGANIC
GROWTH



50%
EXTERNAL
GROWTH

A HISTORY OF SUCCESSFUL ACQUISITIONS

Campari Group focuses its external growth efforts on **spirits** and the strategic thinking is driven by the desire to **reach or enhance critical mass in key geographic markets**.

c. **40** ACQUISITION SINCE 1995 | OVER **€5.0 BILLION** OF TOTAL VALUE



• Distribution Company

•• Contract beverage Packer

••• Tannico's ownership equally split between Campari and Moët Hennessy through a JV

DISPOSALS

OVER 10 FOR APPROXIMATELY €500 MILLION

A UNIQUE BLEND OF GLOBAL, REGIONAL AND LOCAL SPECIALITY BRANDS



W H I S K Y



R U M



A P E R I T I F



T E Q U I L A & M E Z C A L



V O D K A



S P A R K L I N G W I N E



C H A M P A G N E



L I Q U E U R & O T H E R



C O G N A C



G I N

GLOBAL PRIORITIES



APEROL

Aperol is about joy of life. Since 1919 Aperol is the perfect aperitif. Bright orange in color, it is low in alcohol content and it 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 express the “Contagious joy of life” of the brand. Aperol Spritz is one of the most widely consumed cocktails in Italy that becomes a real global phenomenon.



APPLETON ESTATE

Appleton Estate, located deep in the middle of Jamaica’s lush Nassau Valley, began perfecting complex rum-making over 270 years ago. Our critically acclaimed rums are created by the environment, ingredients, and practices that are unique to our Estate. Our terroir, with its ideal climate, fertile soil and topography, the natural limestone spring that supplies our water for fermentation, through to distillation, strict minimum tropical ageing standards and artful blending all combine to produce sumptuous rums with complex flavors and aromas.



SKYY VODKA

We are born out west, made in a place of pioneers. With the Pacific Ocean at our backs, San Francisco is a place of contrasts. A place of progress and diversity, grit and determination but grounded by an easy energy, inspired by the nature that surrounds us. Now made with water enriched by Pacific Minerals from the San Francisco Bay Area, intended to enhance the mouthfeel and fresh taste of your vodka soda. The spirit of San Francisco inspires our optimistic approach to life. We create joyful moments that matter, radiating fun with an effortless cool where enjoyment reigns.



CAMPARI

Campari is the iconic, unforgettable Italian red spirit sitting at the heart of some of the world’s most famous cocktails. Vibrant red in colour, Campari has a unique and multi-layered taste and is extremely versatile, offering boundless and unexpected possibilities. As a source of this passionate inspiration since its creation, Campari stimulates your instincts to unlock your passions, inspiring limitless creations



GRAND MARNIER

Since its creation in 1880, Grand Marnier liqueur has been the iconic spirit of vibrant French lifestyle around the world. It’s made from the unique combination of the finest French cognacs and essence of exotic oranges. The Grand Marnier bottle, whose roundness evokes the silhouette of the copper Cognac still, has not changed for over a century making it timeless.



WILD TURKEY

Wild Turkey is an American icon. Under the stewardship of our Master Distillers Jimmy and Eddie Russell, our award-winning Kentucky Straight Bourbon Whiskey is revered across the world. Distilled at a lower proof and aged longer, exclusively in No. 4 “alligator” char barrels, Wild Turkey is bold and complex, yet incredibly smooth.



ESPOLÒN

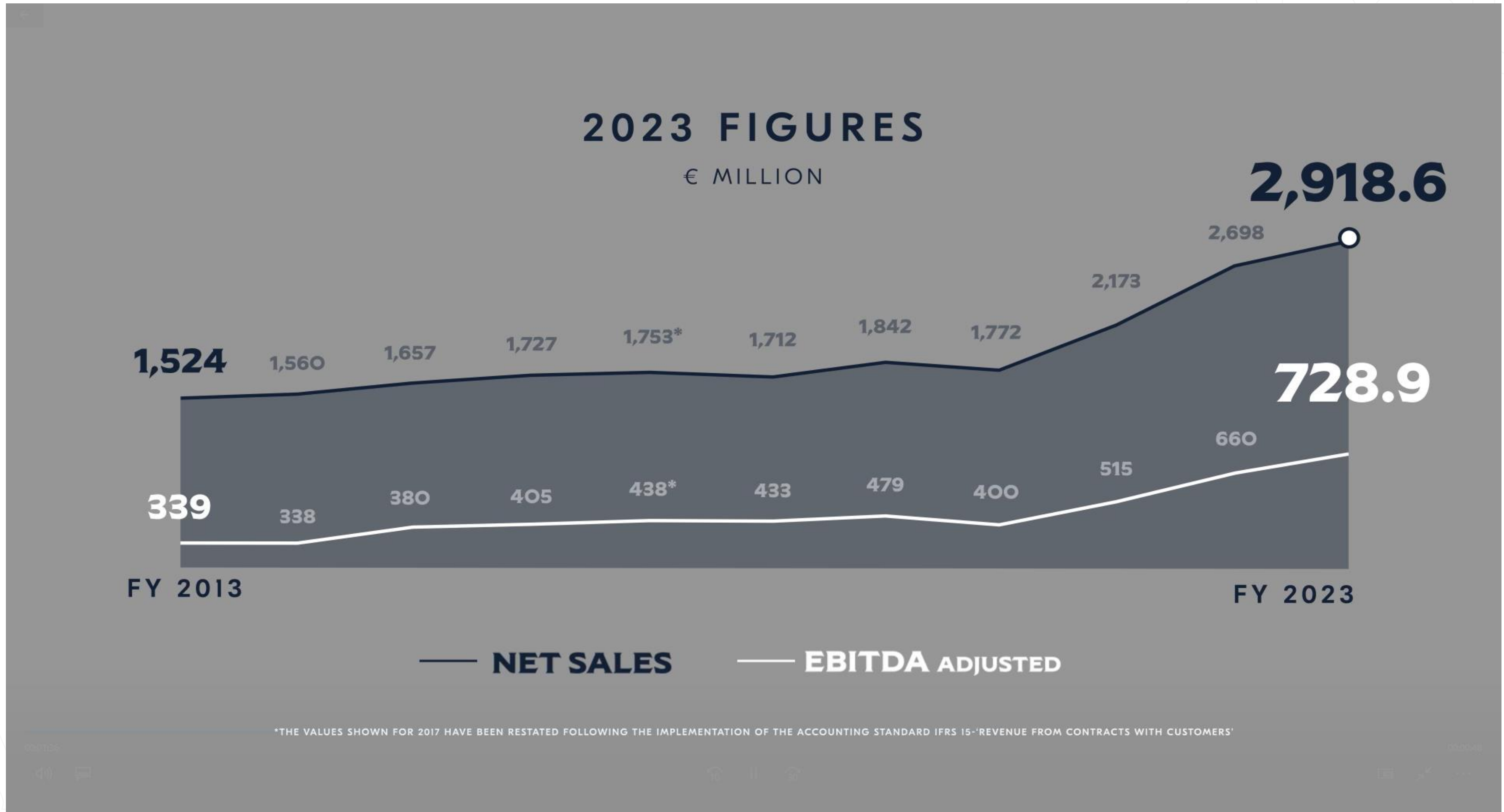
Espolòn tequila is a collection of award-winning premium tequilas that celebrates the storied culture of true Mexico through classic 19th century artistry and the iconic rooster, a symbol of national pride. The labels, unique illustrations inspired by Mexican artistry, infuse the characters of Guadalupe, Rosarita and Ramon the Rooster into journeys capturing real moments in Mexican history. Espolòn is a 100% Pure Agave Azul tequila produced in four marques, Blanco, Reposado, Añejo and Cristalino.



COURVOISIER

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, and was the drink of choice of the Belle Epoque, chosen to celebrate the inauguration of the Eiffel Tower and the opening of Moulin Rouge.

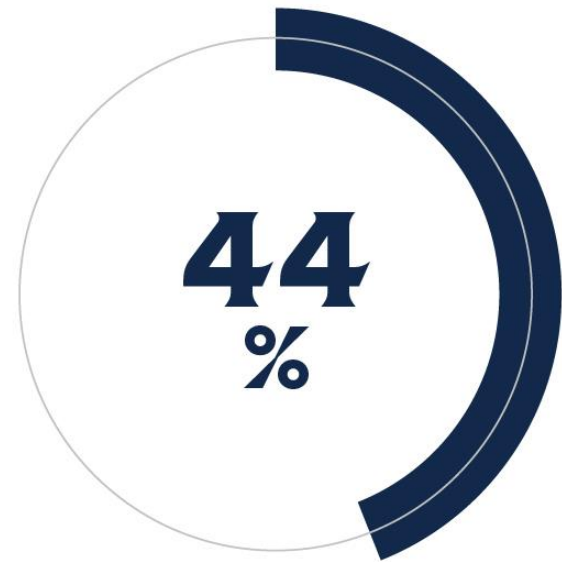




*The values shown for 2017 have been restated following the implementation of the accounting standard IFRS 15-Revenue from contract with customers

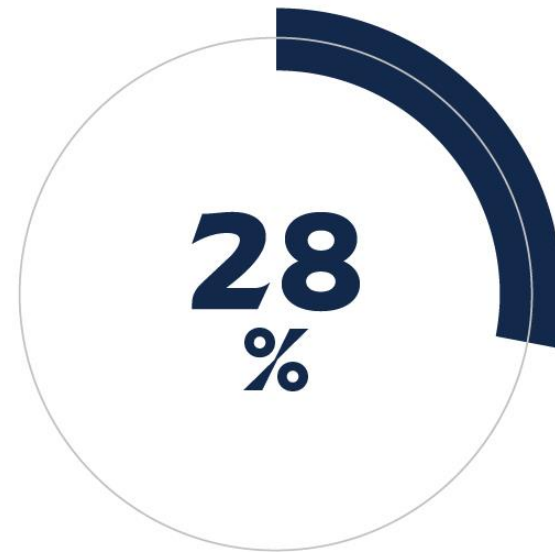
BREAKDOWN BY REGION*

AMERICAS



USA	28%
JAMAICA	5%
OTHERS	11%

SEMEA



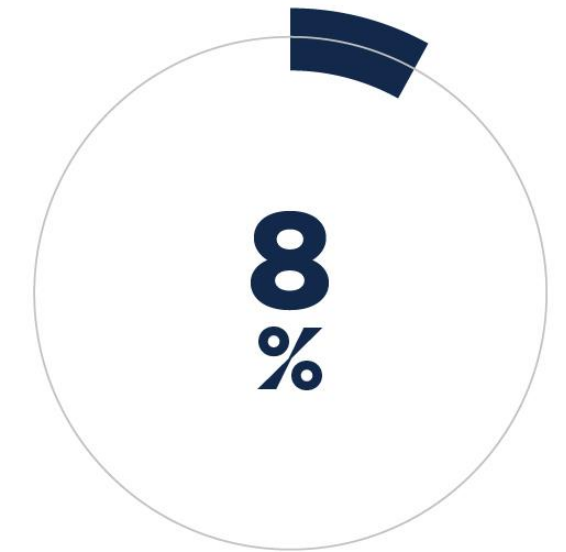
ITALY	17%
FRANCE	6%
OTHERS	5%

NORTH CENTRAL & EASTERN EUROPE



GERMANY	8%
UK	3%
OTHERS	9%

ASIA PACIFIC



AUSTRALIA	4%
OTHERS	4%

ORGANIC SALES GROWTH:

+7.7%

ORGANIC SALES GROWTH:

+6.8%

ORGANIC SALES GROWTH:

+18.7%

ORGANIC SALES GROWTH:

+20.7%

*Data refer to the FY 2023 financial results

SPLIT BY BRAND*

GLOBAL PRIORITIES



APEROL	24%
CAMPARI	11%
WILD TURKEY	8%
JAMAICAN RUMS	5%
GRAND MARNIER	5%
SKYY	4%

REGIONAL PRIORITIES



ESPOLÒN	8%
SPARKLING WINES & VERMOUTH	6%
ITALIAN SPECIALTIES	3%
CRODINO	2%
MAGNUM TONIC	2%
APEROL SPRITZ RTE	1%
THE GLEN GRANT	1%
OTHERS	3%

LOCAL PRIORITIES



CAMPARI SODA	3%
WILD TURKEY RTD	2%
SKYY RTD	1%
OTHERS	2%

REST OF PORTFOLIO



*Data refer to the FY 2023 financial results

A WELL-BALANCED COCKTAIL FOR FUTURE GROWTH

INCREASED BUSINESS SCALE

**6th largest player
worldwide** in the
premium spirits industry*

**€ 2,918.6 million
in FY 2023**

STRENGTHENED GLOBAL REACH

Sales in over **190
countries**

Approximately **93% of
FY 2023 sales** achieved
in **own route-to-market**

Increased in-market
companies from 5 to
26 in the last 17 years

EMPOWERED BRAND PORTFOLIO

Portfolio of 50+ **premium
brands**, covering the
most attracting
categories

Strong focus on **8 global
priorities brands**

Upside growth from
regional priorities and
by leveraging strong
platform from local
priorities

STRONGLY POSITIONED FOR FUTURE GROWTH

Growth Strategy
leveraging on the
expansion of the
international footprint
of own enriched **brand
portfolio** and on
**external growth
through acquisitions**

STRONG TRACK RECORD IN ACQUISITIONS

**Nearly 40
acquisitions**



*Source: Impact's Top 100 Premium Spirits Brand Worldwide by Company, March 2022

CAMPARI GROUP

SUSTAINABILITY

OUR PEOPLE

The **global community of Camparistas** is the Group's unique asset, its greatest ambassador, and a crucial ingredient in its business success. The Group is constantly dedicated to fostering a **corporate culture** and environment where people feel not only welcomed but also trusted and encouraged to bring their authentic selves to work, creating a genuine sense of belonging. It is firmly believed that individual growth is a catalyst for organizational growth. Empowering and recognizing team performance and development is thus a cornerstone of the Group's competitive advantage.

Also, Campari Group considers **the health, integrity, and well-being** of its employees, business partners, and the communities in which it operates to be primary and fundamental elements in conducting and developing its activities.



RESPONSIBLE PRACTICES

Campari Group actively promotes a **culture of responsible drinking and serving**, having the deep conviction that its brands are a way to enjoy pleasurable sociable occasions.

Our Group strongly condemns any form of abuse or misuse of alcoholic beverages, including excessive consumption. A major focus is on providing the best products possible to our customers and consumers by always choosing superior, top-tier **business partners**. **Establishing fair, transparent and loyal relationships** enables our Group to offer products of the highest quality and safety while constantly delivering a competitive advantage.

The Group's focus on ensuring and developing good business practices applies in fact to its suppliers and distributors as well as its own activities and business units.

ENVIRONMENT

The protection of the Environment is a fundamental milestone for Campari Group. The responsible use of resources and reduction of the environmental impact of our production activities are practices that guide the Group's activities to pursue sustainable development. Following the positive 2022 environmental performance, Campari Group has reviewed its **environmental targets** with more ambitious commitments.

The targets are aligned with the UN Sustainable Development Goals to protect the planet and aim to **reduce emission and water consumption** at the Group's production sites and along the value chain and **minimize waste to landfill** from direct operations. The new set of targets covers short-term (2025) and medium-term (2030) commitments, and the Group monitors and reports on its performance in a transparent manner, adhering to internationally recognized protocols.



COMMUNITY INVOLVEMENT

In the last few years, Campari Group has grown significantly both in terms of geographical expansion and number of people employed, and it is now directly present in several countries with different social landscapes.

Culture is a key element of the Campari Group's DNA. The 'Campari' name, in fact, has always been associated with the world of art, design and cinema. The promotion of culture and its dissemination also means focusing on people's education and well-being. **Work, education and culture** will continue to be key areas on which the Group has decided will concentrate its efforts identifying local best practices to be exported to other geographies across the world. The Group is, indeed, **sensitive to the needs of the communities in the countries in which it has a significant presence.**

CAMPARI
GROUP

MISSION AND VALUES

Campari Group aims to be **the Smallest Big Company in the spirits industry** building iconic brands and superior financial returns, together with inspired and passionate Camparistas.

PASSION

INTEGRITY

PRAGMATISM

TOGETHER

CAMPARI
GROUP

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CAMPARIGROUP.COM

SOCIAL MEDIA



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