CAMPARI GROUP

Resilient financial results in full year 2020 given the very challenging context of Covid-19, with sustained growth across key off-premise brand-market combinations mitigating weakness in on-premise

Core brands' health remained strong, confirmed by resilient home consumption trends

Strong commitment to pursue the Group's Sustainability roadmap

New Employee Share Ownership Plan to be launched

FY 2020-RESULTS HIGHLIGHTS

- **Continued sustained growth in the off-premise skewed markets** such as the US (despite destocking), Canada, Australia and Northern Europe **helped mitigate weakness in on-premise led markets**, mainly Italy, as well as the Global Travel Retail channel.
- **Reported net sales of €1,772.0 million**, **-4.1% organic change** (**-3.8%** on a reported basis), or -2.5% excluding the destocking effect. -7.0% organic change in the fourth quarter, largely due to the impact of renewed lockdowns.
- **EBIT adjusted** of **€321.9 million**, **-20.4% organic change**, 380 basis points dilution (**or -15.7%**, **300 bps margin dilution excluding the US destocking effect**), mainly due to **unfavourable sales mix** and **lower absorption of fixed costs**. Overall EBIT down -40.0% on a reported basis, after negative operating adjustments of €(90.1) million.
- **Group net profit adjusted** of **€202.1 million**, down **-24.4%**. **Group net profit** of **€187.9 million**, down **-39.1%** after total operating, financial and tax adjustments of €(14.2) million.
- **Free cash flow** of **€168.6 million**. **Recurring free cash flow** of **€261.7 million or 65.4% of adjusted EBITDA**, up from 55.7% in 2019, driven by a temporary working capital reduction at year-end, due to phasing effects generated by the renewed restrictions impacting business performance.
- **Net financial debt** of **€1,103.8 million** as of December 31th, 2020, up €326.4 million vs. €777.4 million as of December 31st, 2019, as the good cash flow generation was absorbed by M&A activities and financial commitments (mainly the share buyback and the dividend payment) for an overall amount of €519.2 million[1].
- Proposed full year **dividend** of **€0.055 per share**, in line with previous year.

Milan, **February 18th, 2021**- The Board of Directors of Davide Campari-Milano N.V. (Reuters CPRI.MI-Bloomberg CPR IM) approved the consolidated results and the draft company only financial statements for the full year ended on December 31st, 2020.

Bob Kunze-Concewitz, **Chief Executive Officer**: '*Our **overall performance in 2020** showed **strong business resilience** and **brand momentum in key off-premise brand-market combinations**, as supported by **double digit sell-out trends**. During 2020, whilst we continued to execute our long-term strategy also via M&A, we increased our investments to drive new home consumption opportunities and we geared our organization towards more agile ways of working and new business priorities. Looking at 2021, although our brands continue to be very healthy with strong consumer pull, our outlook remains cautious mainly due to the uncertain timing related to the on-going restrictions and the **vaccine roll-out affecting** the **on-premise channel** across all geographies **and Global Travel Retail**. Meanwhile, we will continue to leverage the **digital** and **on-line investments**, along with a **dynamic omni-channel approach**, to rapidly adapt to the 'new normal' environment, particularly with regards to **e-commerce**. We expect the **home consumption to remain sustained**, particularly in the key off-premise markets, including the **United States**, where, with **destocking activities completed**, the **shipments are expected to progressively align with consumption trends**. In the long run, as the out-of-home social experience and conviviality will remain essential to consumers' lifestyles, thanks to our strong brands' health **we remain confident of a favourable development of our business**.*
*Concomitantly, **'Building more value together since 1860' is our sustainable journey** that we want to continue, in order to guarantee **long-term wealth creation**. Aware of our high-quality products, celebrating life in a positive and responsible way, we will never refrain from investing in our people and in all the communities where we operate, enhancing our traditional bond with culture and art, with a constant, **greater attention to our environmental impact**. Sustainability is not something that is*

[1] Of which M&A transactions of €125.0 million (RFD, Lallier Champagne and Tannico investment), tax payment on previous non-core real estate disposal (Villa Les Cèdres) of €60.1 million, share buyback of €271.2 million and dividend payment of €62.9 million.

*superimposed on a company's objectives, in the conventional sense, but is **a basic premise**. **Sustainability is, therefore, core business**.'.*

Guidance for Perimeter and Forex effect in full year 2021

In 2021, Perimeter and Forex effects are expected to negatively impact the Group's EBIT adjusted by approx. €(9) million (mainly due to termination of agency brands) and €(13) million [2](due to weak USD dollar as well as emerging markets currencies) respectively.

SUMMARY FINANCIAL INFORMATION FOR THE FULL YEAR ENDED 31 DECEMBER 2020

	FY 2020 € million	FY 2019 € million	Reported Change	Organic change	Forex impact	Perimeter Impact
Net sales	**1,772.0**	**1,842.5**	**-3.8%**	**-4.1%**	**-2.7%**	**3.0%**
Gross profit	**1,025.9**	**1,121.2**	**-8.5%**	**-8.5%**	**-1.3%**	**1.3%**
% on sales	*57.9%*	*60.9%*				
EBIT adjusted	**321.9**	**408.0**	**-21.1%**	**-20.4%**	**1.4%**	**-2.1%**
% on sales	*18.2%*	*22.1%*				
EBIT	231.8	386.3	-40.0%			
Group net profit adjusted	**202.1**	**267.4**	**-24.4%**			
Group net profit	**187.9**	**308.4**	**-39.1%**			
EBITDA adjusted	**399.9**	**479.8**	**-16.7%**	**-16.3%**	**0.6%**	**-0.9%**
% on sales	*22.6%*	*26.0%*				
EBITDA	309.8	458.1	-32.4%			
Free cash flow, of which:	**168.6**	**258.5**	**-34.8%**			
Recurring free cash flow	***261.7***	***267.3***	***-2.1%***			
Net financial debt at the end of the period	**1,103.8**	**777.4**				
Basic earning per share adjusted (€)	**0.18**	**0.23**				
Proposed full year dividend per share (€)	**0.055**	**0.055**				

REVIEW OF CONSOLIDATED SALES FOR THE FULL YEAR 2020 RESULTS[3]

Group sales totalled **€1,772.0 million**, down -3.8% on a reported basis or **-4.1% in organic terms**, of which the **fourth quarter** down by **-7.0%**. The **continued sustained growth in the off-premise skewed markets** such as the US (despite destocking), Canada, Australia and Northern Europe **helped mitigate weakness in on-premise led markets**, mainly Italy, as well as the Global Travel Retail channel. **The organic change excluding the US destocking would have been -2.5%.** The Group's estimated split by channel based on pre-Covid net sales was 40% on-premise and 60% off premise.

FX effect was **negative** (**-2.7%**), due to a devaluation in most of the Group's currencies against the Euro, whilst the **perimeter effect** was **positive** (**+3.0%**), mainly driven by the acquisitions of Rhumantilles, Ancho Reyes and Montelobos, Rothschild France Distribution and Champagne Lallier.

Analysis of **organic change by geography**:

- Sales in the **Americas** (43.7% of total Group sales, with an estimated net sales split of on-premise vs. off-premise of 35% vs. 65% pre-Covid 19) were down organically by **-1.8%**. The **Group's largest market**, **the US**[4], showed an overall **positive shipments performance** (**+3.4%**), despite the **on-premise restrictions impacting in particular the European imports**, the **destocking across the whole portfolio**, now fully completed. Moreover, the Italian portfolio (aperitifs and bitters) were also penalized by the introduction of import tariffs. **Excluding the destocking effect**, **the US market's organic growth would have been +9.1% in 2020**. The **fourth quarter** (**+13.0%**), was largely driven by the gradual shipment re-alignment to **very positive off-premise consumption patterns**. **Brand momentum in the off-premise continued to be strong** across the whole portfolio, with **sell-out growing in value at +32.3%** overall in full year 2020, growing approximately 1.5 times faster than the overall market. Sell-out in the off-premise showed **strong double-digit growth in core brands**, as

[2] Based on an estimated average rate of EUR/USD of 1.21 in FY 2021.
[3] Off-premise sell-out data sources: (US) Nielsen data XAOC+Total Liquor, representing c. 34% of total US off-trade value, YTD W/E 26/12/2020; (Italy) IRI Iper+super+LSP, YTD WE 27/12/2020; (Germany) Nielsen LEH+DM = Off-Trade (no C&C), W2-W53 2020; (Australia) IRI Scan Data, YTD WE 27/12/2020.
[4] United States' estimated split on-premise vs. off-premise based on net sales pre-Covid 19: 30% vs. 70%.

well as the newly acquired Mexican brands **Ancho Reyes** and **Montelobos**. **Solid development in the e-commerce channel**, now accounting for ca.3% of the net sales in the United States market, growing ca. +500% vs. 2019[5]. **Jamaica** registered an overall decline of **-8.2%** due to on-premise closures and the reduction in tourism flows, amplified by a tough comparison base. **Canada** grew by **+12.5%**. In South America, **Brazil** remained challenged showing a negative performance across the portfolio.

- Sales in **Southern Europe, Middle East and Africa**[6] (26.2% of total Group sales with an estimated net sales split of on-premise vs. off-premise of 65 % vs. 35% pre-Covid 19) registered a significant organic decline of **-18.6%**, mainly driven by the overall decline in on-premise skewed **Italy**[7] (**-17.4%**), which impacted particularly the aperitifs, and **renewed restrictions in the fourth quarter** (**-32.6%**). **Sell-out in the off-premise remained strong**, particularly for the aperitif portfolio. **Other markets in the region** were also **strongly affected by the pandemic**, with the **declines** in **Global Travel Retail** (-68.9%), **Spain** and **South Africa** more than offsetting **double-digit growth in France**, thanks to the positive transition to the Group's new wholly owned distribution structure.

- **North, Central and Eastern Europe** (22.8% of total Group sales, with an estimated net sales split of on-premise vs. off-premise of 30% vs. 70% pre-Covid 19) grew organically by **+6.8%**. **Germany**[8] registered a **resilient growth** (**+8.6%**), despite a **slower growth pattern in the fourth quarter** (**+1.1%**), due to renewed restrictions and a less pronounced staycation effect given the lower seasonality for aperitifs in winter comparing to the summer. **Sell-out trends in the off-premise remained strong** in 2020, with the **business growing twice as fast as the market**. **The UK** showed **positive performance** (**+7.4%**), despite a weak fourth quarter largely due to the tough comparison base. The market registered **very positive development in the e-commerce channel**, now accounting for ca.10% of the net sales in the country, growing by ca. +90% vs. 2019[9]. **Russia** also showed **sustained growth** (**+10.7%**). **Other markets in the region** were positive overall (**+2.1%**).

- Sales in **Asia Pacific** (7.4% of total Group sales, with an estimated net sales split of on-premise vs. off-premise split of 30% vs. 70% pre-Covid 19) grew organically by **+4.6%**. **Australia**[10] registered **a strong growth overall** (**+20.2%**) with ongoing **positive trends in the peak fourth quarter** (**+18.7%**). **Sell-out trends in the off-premise remained very strong**, growing at +22.6% for 2020. **Other markets in the region** declined overall by **-29.7%**: **China** declined after a weak fourth quarter driven by destocking ahead of route-to-market change, amplified by a tough comparison base, while **New Zealand** and **Japan** also declined as both were impacted by route-to-market transitions.

Analysis of **organic change by brand**:

- **Global Priorities** (56% of total Group sales) registered an organic change of **-3.8%**. **Aperol** was **flattish** in 2020, with the brand **highly impacted by the weak results in core on-premise skewed markets** due to lockdown measures, such as the core Italian market and Spain as well as Global Travel Retail. **Excluding Italy and Global Travel Retail**, Aperol has grown by **ca. +11.0%** in 2020. On the contrary, the brand registered **sustained off-premise sell-out growth across core markets** in 2020, in particular Germany and the United States. **Campari** declined (**-4.5%**), impacted by markets with a strong on-premise skew, such as Italy and Jamaica. **Strong double digit off-premise sell-out growth across the brand's core markets in 2020**, such as Italy, Germany and the United States. **Wild Turkey** grew mid-single digit (**+4.9%**) after an **acceleration in the fourth quarter** driven by the core markets of the United States and Australia. **Off-premise sell-out data in the United States remained strong**, with the Wild Turkey franchise up double-digit in 2020. **SKYY** declined by **-16.2%**, with the core United States market strongly impacted by destocking ahead of a complete brand relaunch. Nevertheless, **off-premise sell-out trends remained positive in the United States**. **Grand Marnier** showed a negative shipment performance (**-14.9%**) driven by the core United States, impacted by both destocking and the brand's on-premise skew, **while the off-premise sell-out trends remained very positive in the market**. The growth in the **Jamaican rum portfolio** (**+5.2%**) was driven by the core US and Canada. **Sell-out in the United States market was very strong** for both Appleton Estate and Wray&Nephew Overproof.

[5] Internal data and estimates.
[6] Includes Global Travel Retail.
[7] Italy's estimated split on-premise vs. off-premise based on net sales pre-Covid 19: 70% vs. 30%.
[8] Germany's estimated split on-premise vs. off-premise based on net sales pre-Covid 19: 30% vs. 70%.
[9] Internal data and estimates.
[10] Australia's estimated split on-premise vs. off-premise based on net sales pre-Covid 19: 15% vs. 85%.

- **Regional Priorities** (18% of total Group sales) were flattish (**+0.4%**), with **resilient growth of Espolòn** (**+29.9%**) compensating the weaknesses of **Cinzano**, **The GlenGrant** and **the bitters portfolio**. Espolòn off-premise sell-out trends continued to significantly outperform shipments performance in the United States.

- **Local Priorities** (11% of total Group sales) registered a **negative performance** (**-4.4%**), as the **positive performance in Wild Turkey RTD**, **Ouzo 12** and **Cabo Wabo** was **fully offset by declines in the on-premise skewed single-serve aperitifs** in core Italy.

REVIEW OF FULL YEAR 2020 RESULTS

Gross profit totalled **€1,025.9 million**, corresponding to 57.9% of net sales, down by **-8.5%** in value **on a reported basis**. It **declined organically** by **-8.5%** (vs. -4.1% in net sales), generating an organic margin dilution of **-280 basis points**, due to an **unfavourable sales mix** mainly driven by: the **outperformance of lower-margin Espolòn** which continues to be impacted by the **elevated agave purchase price**, the **underperformance of higher-margin aperitifs in core Italy**, the **destocking-driven declines in high-margin SKYY Vodka and European imports in the United States** and the negative impact of the US import tariffs as well as the lower absorption of fixed production costs.

Advertising and Promotion spending (**A&P**) was **€309.8 million**, corresponding to 17.5% of net sales, down by **-3.1%** in value **on a reported basis**. **It declined organically** by **-2.2%** (vs. -4.1% in net sales), driving **-30 bps margin dilution** (**+10.5% in the fourth quarter**, **-310 bps dilution**), reflecting the **phasing of the brand activation initiatives**, with the second half of the year recovering the initial cost containment actions taken.

CAAP (Contribution after A&P) was **€716.1 million**, corresponding to 40.4% of net sales, down by **-10.6%** in value **on a reported basis** (down **organically** by **-11.0%**).

Selling, general and administrative costs (**SG&A**) totalled **€394.2 million**, corresponding to 22.2% of net sales, **+0.2%** in value **on a reported basis**. **Organically**, they **declined** by **-1.4%** (vs. -4.1% in net sales), generating a **dilution of -60 basis points**, as a consequence of **lower absorption of fixed structure costs** given the stronger topline decline. The dilution was partly mitigated by **cost containment actions** aimed at reducing variable and discretionary costs (incl. hiring freeze, reduction of travelling and entertainment and bonuses). During the **fourth quarter**, SG&A reduced by **-7.1% organically**, in line with topline decline (-7.0%), hence neutral on margin.

EBIT adjusted was **€321.9 million**, corresponding to 18.2% of net sales, down by **-21.1%** in value **on a reported basis**. It **declined organically** by **-20.4%** (vs. -4.1% in net sales), generating **-380 bps margin dilution**, due to the **negative sales mix and lower absorption of fixed structure costs** given the topline decline. **Excluding the US destocking effect** (c. €19 million), **the EBIT adjusted organic change was -15.7%**.

Operating adjustments were negative at **€(90.1) million** and mainly included **€(35.4) million** of **brand impairment** losses, of which Bulldog (€(16.0) million[11]), The GlenGrant (€(15.5) million) and Rhum Agricole (€(3.9) million[12]), as a consequence of the negative impact of Covid-19 on the brands' performances, particularly given their relevant exposure to the Global Travel Retail and on-premise, not expected to fully recover in the short term; **€(15.9) million transaction fees in connection with the Company's legal office transfer to the Netherlands** (€(9.9) million), as well as fees linked to **route-to-market changes and M&A** (€(6.0) million); **€(21.4) million of restructuring costs**, including the **sugar business in Jamaica for €(13.5) million**, and reorganisation activities impacting some of the Group's central operations, which were started in previous periods, for €7.9 million; **€(17.4) million of other costs**, mostly related to **donations made by the Group to fight the Pandemic**, some special projects, legal disputes, as well as costs connected to IT restoring operations following the malware attack in November 2020.

EBITDA adjusted was **€399.9 million**, down by **-16.7%** in value **on a reported basis** (**down organically -16.3%**), corresponding to 22.6% of net sales.

EBIT (13.1% of net sales) and **EBITDA** (17.5% of net sales) were at **€231.8 million** and **€309.8 million** respectively.

Net financial costs were **€38.9 million**, up €5.9 million vs. 2019. The variance was mainly attributable to **negative variance from exchange gain/(loss) for €6.9 million** (€4.1 million loss in 2020 vs. €2.8 million gain in 2019). Excluding the exchange gain/(loss) effects, **net financial charges** showed an **improvement €1.0 million**, notwithstanding higher average net debt in

[11] Value determined based on average exchange rate for the period 1 January 31 December 2020.
[12] Reflecting the brand value derived from the final Purchase Price Allocation ('PPA'), where the brand value was reduced by €0.8 million vs. the brand value derived from the provisional PPA as of 30 September 2020.

2020 (€979.6 million vs. €865.8 million in 2019) **thanks to lower average cost of net debt**[13] (3.5% in 2020 vs. 4.1% in 2019), with both periods impacted by significant negative carry effect[14].

Positive financial adjustments of **€1.4 million**, mainly related to the non-recurring liability management concerning the term loan subscribed in July 2019, aimed at benefitting from better financial terms and conditions.

Put option and earn-out income (expenses) were **positive at €18.1 million**, primarily attributable to the revision of projected earn-out liabilities linked to the Bulldog acquisition (€19.4 million).

The **profit (loss) related to associates and joint ventures** was **€(2.8) million**, mainly related to the **joint venture in Japan impacted by the lower absorption of fixed structure cost** in a context of low sales level.

Profit before tax adjusted[15] was **€278.9 million**, down **-24.7**% vs. 2019. **Profit before tax** was **€209.6 million**, down **-40.9**% vs. 2019.

Tax expenses totalled **€22.7 million**, on a reported basis. **Recurring income taxes** were equal to **€77.9 million** excluding **positive tax adjustments totalling €55.1 million**, which included a one-off benefit of **€29.9 million** related to the remeasurement of deferred tax liabilities as a result of the step up of the fiscal values of certain brand and goodwill assets to their book values[16], net of the substitutive tax to be paid in order to access the fiscal benefit.

Group net profit adjusted reached **€202.1 million**, down **-24.4%** in value on a reported basis**. Group net profit** was **€187.9 million,** down **-39.1%** in value on a reported basis, after negative overall adjustment of €(14.2) million, of which €(90.1) million negative operating adjustments, €1.4 million positive financial adjustments, €19.4 million positive adjustments related to the remeasurement of put option and earn out liabilities, and €55.1 million positive tax adjustments.

Free cash flow was **€168.6 million** (vs. €258.5 million in 2019). The **recurring free cash flow amounted to €261.7 million** (down -5.6% from €267.3 million in 2019). When measured as a percentage of EBITDA adjusted, the ratio was **65.4%** in 2020, up from 55.7% in 2019. This increase was driven by a temporary working capital reduction at year-end, mostly due to a decrease in receivables as a consequence of the business slowdown in the fourth quarter in connection with the new restrictions due the pandemic 'second wave', as well as an increase in payables due to phasing.

Net financial debt at €1,103.8 million as of 31 December 2020, **up €326.4 million** vs. 31 December 2019 (€777.4 million), as the good cash flow generation was absorbed by M&A activities and financial commitments (mainly the share buyback[17,18] and the dividend payment) for an overall amount of €519.2 million[19].

Net debt to EBITDA adjusted ratio[20] at **2.8x as of 31 December 2020**, up from 1.6x as of 31 December 2019. The increase is the combined effect of the significant cash outlay incurred by the Group as a result of the transactions completed in 2020 and the temporary negative impact of Covid-19 on EBITDA adjusted.

SUSTAINABILITY

The **Group maintains its strong commitment to generate an increasingly positive economic, social and environmental impact by integrating Sustainability in its core business**. In 2020, a **Global Inclusion, Equity&Diversity strategy** and a **new worldwide digital learning ecosystem programme** (**Learning Distillery**) have been started, together with a **Global Strategy on Responsible Drinking** to further involve and educate Camparistas and consumers to responsibly enjoy the Group's products. In 2021 and the years to come, the Group will continue to reinforce the engagement in the area of Community involvement, exporting best practices across geographies. Finally, the Group's acceleration on the **responsible and efficient use of resources** (*i.e.* **water and energy**) **and the progressive reduction of emissions and waste** confirm the concrete contribution and alignment to the industry ambitions for an even more sustainable and circular sector.

OTHER EVENTS AND RESOLUTIONS

[13] Excluding FX effects, ancillary financial expenses and financial adjustments.
[14] The decrease of the cost of net debt is mainly attributable to the reduced average coupon on existing gross debt, thanks to the liability management activities, further strengthened by the €550 million bond issue completed on 6 October 2020, which led to a decrease in the average cost of nominal coupons of bonds and term loans from 2.15% to 1.42%.
[15] Before operating and financial adjustments as well as non-recurring earn-out liabilities revisions, totalling €(69.3) million in 2020 (vs. €(15.8) million adjustments in 2019).
[16] The positive reversal of deferred tax liabilities recorded in 2020 income statement is net of the substitutive tax to be paid in order to access the fiscal benefit. This benefit is granted to Italian companies pursuant to Law no.126/2020.
[17] Refer to the press release published on 24 February 2020 for additional details.
[18] Considering the spot price per share at 31 December 2020 of €9,34 a theoretical gain of €45.3 million on these purchases is implied within the Group equity.
[19] Of which M&A transactions of €125.0 million (French distributor, Lallier Champagne and Tannico), tax payment on previous non-core real estate disposal (Villa Les Cèdres) of €60.1 million, the share buyback of €271.2 million and dividend payment of €62.9 million.
[20] Calculated as net debt at period end divided by EBITDA adjusted for the last twelve months.

Dividend, sustainability report and remuneration report. The Board of Directors of Davide Campari-Milano N.V. (the 'Company') voted to propose to the Shareholders' Meeting a dividend of €0.055 per share for the year 2020, gross of withholding taxes, in line with the previous year.
The dividend will be paid on 21 April 2021 (with an ex-date for coupon no. 1 of 19 April 2021 in accordance with the Italian Stock Exchange calendar, and a record date of 20 April 2021). The Board of Directors resolved to convene the Ordinary Shareholders' Meeting on 8 April 2021 to approve, inter alia, the financial statements for the year ended 31 December 2020, the sustainability report and the remuneration report.

Share buyback. The Board of Directors will request the Shareholders' meeting to authorise the purchase of own shares, mainly aimed at the replenishment of the portfolio of own shares to serve the current and future stock option plans for the Group's management, according to the limits and procedures provided by the applicable laws and regulations. The authorization is requested until June 30th, 2022.

Stock options. The Board of Directors has approved a resolution to be presented to the Shareholders' meeting approving a stock option plan pursuant to article 114-bis of the Consolidated Law on Financial Intermediation, and in accordance with the stock option Regulation in effect, that does not concern the company's directors, granting the relevant bodies the authorization for the plan execution by June 30th, 2022.

Employee Share Ownership Plan. The Board of Directors has approved an information memorandum to be submitted to the Shareholders' meeting introducing an Employee Share Ownership Plan ('ESOP') aimed at rewarding the Group's employees globally and incentivising their active participation in the Group's growth. Under ESOP, it is envisaged that the Group's employees will be offered the opportunity to elect for certain amounts to be deducted from their salaries on a monthly basis (by means of contribution rate corresponding to 1% or 3% or 5% of the yearly gross salary). Such contributions shall be used by the Company to purchase ordinary shares and, after a three-year vesting period, the employees participating in the ESOP will be entitled to receive a free award of matching shares as per an applicable matching ratio. In the context of the ESOP, moreover, the Board of Directors has approved an information memorandum to be submitted to the Shareholders' meeting which introduces an Extra-Mile Bonus Plan setting out the free right for the Group's employees to receive *una tantum* a number of Company's shares, subject to continued employment with Campari Group for a three-year vesting period. The purpose of the Plan, to be assigned during 2021, is to reward the employees for their active participation in the Group's performance.

FILING OF DOCUMENTATION

The annual financial report at 31 December 2020, including the non-financial disclosure, the corporate governance report and the remuneration report, will be made available to the general public on the 'Investors' section of the Company's website https://www.camparigroup.com/en/page/investors and by all other means allowed by applicable regulations.
Moreover, the documentation will be filed through 'Loket AFM' with the Dutch Authority for the Financial Markets (Autoriteit Financiële Markten – AFM), which will make it available on its website at www.afm.nl.

The Board of Directors is responsible for preparing the annual report, inclusive of the management report, the full year consolidated financial statements and the Company only financial statements at 31 December 2020, in accordance with the Dutch Financial Supervision Act and the applicable International Financial Reporting Standards (IFRS).

Therefore, Campari and its affiliates, directors, advisors, employees and representatives, expressly disclaim any liability whatsoever for such forward-looking statements.
These forward-looking statements speak only as of the date of this document and Campari does not undertake an obligation to update or revise any forward-looking statement, whether as a result of new information, future events and developments or otherwise, except as required by law.
It should be noted that the draft company only financial statements and consolidated financial statement, as well as the data related to the Non-Financial Disclosure, are subject to auditing.

ANALYST CONFERENCE CALL

At **1:00 pm (CET) today, February 18th, 2021**, Campari's management will hold a conference call to present the Group's results for the Group's Full Year 2020. To participate, please dial one of the following numbers:

- **from Italy: 02 805 88 11**
- **from abroad: + 44 121 281 8003**

The **presentation slides** can be downloaded before the conference call from the main investor relations page on Campari Group's website, at https://www.camparigroup.com/en/page/investors.
A **recording of the conference call** will be available from today, February 18th, until Thursday February 25th, 2021, calling the following number:

- **(+39) 02 8020987**

(Access code: **700919#**)
(PIN: **919#**)

FOR FURTHER INFORMATION

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ABOUT CAMPARI GROUP

Campari Group is a major player in the global spirits industry, with a portfolio of over 50 premium and super premium brands, spreading across Global, Regional and Local priorities. Global Priorities, the Group's key focus, include **Aperol, Campari, SKYY**, **Grand Marnier, Wild Turkey** and **Appleton Estate**. The Group was founded in 1860 and today is the sixth-largest player worldwide in the premium spirits industry. It has a global distribution reach, trading in over 190 nations around the world with leading positions in Europe and the Americas. Campari Group's growth strategy aims to combine organic growth through strong brand building and external growth via selective acquisitions of brands and businesses.
Headquartered in Milan, Italy, Campari Group operates 22 plants worldwide and has its own distribution network in 22 countries. Campari Group employs approximately 4,000 people. The shares of the parent company Davide Campari-Milano N.V. (Reuters CPRI.MI - Bloomberg CPR IM) have been listed on the Italian Stock Exchange since 2001. For more information: http://www.camparigroup.com/en. Please enjoy our brands responsibly.

- Appendix to follow -

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Consolidated net sales breakdown by brand for the full year 2020

	% on Group sales	% change, of which:			
		total	organic	exchange rate effect	external growth
Global Priorities	55.6%	-6.0%	-3.8%	-2.2%	0.0%
Regional Priorities	18.0%	3.2%	0.4%	-3.3%	6.1%
Local Priorities	11.0%	-7.5%	-4.4%	-3.4%	0.3%
Rest of portfolio	15.3%	-0.5%	-10.0%	-3.4%	12.8%
Total	**100.0%**	**-3.8%**	**-4.1%**	**-2.7%**	**3.0%**

Consolidated net sales by geographic area for the full year 2020

	1 January-31 December 2020		1 January-31 December 2019		%
	€ million	%	€ million	%	Change
Americas	773.9	43.7%	821.5	44.6%	**-5.8%**
SEMEA (Southern Europe, Middle East and Africa)	463.6	26.2%	498.7	27.1%	**-7.0%**
North, Central & Eastern Europe	403.7	22.8%	393.8	21.4%	**2.5%**
Asia Pacific	130.8	7.4%	128.5	7.0%	**1.8%**
Total	**1,772.0**	**100.0%**	**1,842.5**	**100.0%**	**-3.8%**

Breakdown of % change	total % change	organic growth	exchange rate effect	external growth
Americas	**-5.8%**	-1.8%	-4.7%	0.7%
SEMEA (Southern Europe, Middle East and Africa)	**-7.0%**	-18.6%	-0.1%	11.6%
North, Central & Eastern Europe	**2.5%**	6.8%	-2.0%	-2.2%
Asia Pacific	**1.8%**	4.6%	-2.9%	0.0%
Total	**-3.8%**	**-4.1%**	**-2.7%**	**3.0%**

Consolidated EBIT adjusted by geographic area for the full year 2020

	1 January-31 December 20120		1 January-31 December 2019		change	change
	€ million	%	€ million	%	% total	% organic
Americas	139.7	43.4%	171.4	42.0%	**-18.5%**	-21.6%
SEMEA (Southern Europe, Middle East and Africa)	32.5	10.1%	88.1	21.6%	**-63.2%**	-58.8%
North, Central & Eastern Europe	133.2	41.4%	132.9	32.6%	**0.3%**	3.2%
Asia Pacific	16.5	5.1%	15.6	3.8%	**5.8%**	9.1%
Total	**321.9**	**100.0%**	**408.0**	**100.0%**	**-21.1%**	**-20.4%**

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Consolidated income statement for the full year 2020

	1 January-31 December 2020		1 January-31 December 2019		
	€ million	%	€ million	%	Change
Net sales[1]	**1,772.0**	**100.0%**	**1,842.5**	**100.0%**	**-3.8%**
Cost of goods sold[2]	-746.1	-42.1%	-721.3	-39.1%	3.4%
Gross margin	**1,025.9**	**57.9%**	**1,121.2**	**60.9%**	**-8.5%**
Advertising and promotional costs	-309.8	-17.5%	-319.9	-17.4%	-3.1%
Contribution margin	**716.1**	**40.4%**	**801.3**	**43.5%**	**-10.6%**
SG&A[3]	-394.2	-22.2%	-393.3	-21.3%	0.2%
Result from recurring activities (EBIT adjusted)	**321.9**	**18.2%**	**408.0**	**22.1%**	**-21.1%**
Adjustments to operating income (expenses)	-90.1	-5.1%	-21.7	-1.2%	-
Operating result (EBIT)	**231.8**	**13.1%**	**386.3**	**21.0%**	**-40.0%**
Financial income (expenses)	-38.9	-2.2%	-33.0	-1.8%	17.9%
Adjustments to financial income (expenses)	1.4	0.1%	5.8	0.3%	-
Profit (loss) related to companies valued at equity	-2.8	-0.2%	0.1	0.0%	-
Put option, earn out income (charges) and hyperinflation effects	18.1	1.0%	-4.7	-0.3%	-
Profit before taxes and non-controlling interests	**209.6**	**11.8%**	**354.6**	**19.2%**	**-40.9%**
Profit before taxes and non-controlling interests adjusted	**278.9**	**15.7%**	**370.4**	**20.1%**	**-24.7%**
Taxes	-22.7	-1.3%	-46.2	-2.5%	-50.8%
Net profit for the period	**186.9**	**10.5%**	**308.4**	**16.7%**	**-39.4%**
Net profit for the period adjusted	**201.1**	**11.3%**	**267.4**	**14.5%**	**-24.8%**
Non-controlling interests	-1.0	-0.1%	0.0	0.0%	-
Group net profit	**187.9**	**10.6%**	**308.4**	**16.7%**	**-39.1%**
Group net profit adjusted	**202.1**	**11.4%**	**267.4**	**14.5%**	**-24.4%**
Total depreciation and amortisation	-78.0	-4.4%	-71.8	-3.9%	8.6%
EBITDA adjusted	**399.9**	**22.6%**	**479.8**	**26.0%**	**-16.7%**
EBITDA	**309.8**	**17.5%**	**458.1**	**24.9%**	**-32.4%**

(1) Net of discounts and excise duties.
(2) Includes cost of material, production and logistics costs.
(3) Includes selling, general and administrative costs.

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Consolidated balance sheet as of 31 December 2020

	31 December 2020 € million	31 December 2019 € million
ASSETS		
Non-current assets		
Property, plant and equipment	485.7	508.3
Right of use assets	71.5	80.5
Biological assets	5.5	3.9
Investment properties	0.0	1.1
Goodwill	1,356.6	1,387.8
Brands	954.5	1,035.6
Intangible assets with a finite life	44.7	44.8
Investments in associates and joint ventures	26.1	0.5
Deferred tax assets	44.5	38.3
Other non-current assets	5.7	8.2
Other non-current financial assets	7.1	14.7
Total non-current assets	**3,001.9**	**3,123.5**
Current assets		
Inventories	655.1	615.9
Biological assets	1.6	0.9
Trade receivables	281.8	316.8
Other current financial assets	1.2	8.3
Cash and cash equivalents	548.1	704.4
Income tax receivables	17.4	18.7
Other current assets	45.0	44.7
Assets held for sale	3.3	5.3
Total current assets	**1,553.6**	**1,714.9**
Total assets	**4,555.5**	**4,838.5**
LIABILITIES AND SHAREHOLDERS' EQUITY		
Shareholders' equity		
Issued capital and reserves attributable to owners of the parent	1,996.6	2,386.6
Non-controlling interests	1.8	1.9
Total shareholders' equity	**1,998.4**	**2,388.5**
Non-current liabilities		
Bonds	894.7	349.4
Loans due to banks	320.0	249.3
Other non-current financial liabilities	169.3	210.9
Post-employment benefit obligations	33.4	33.4
Provisions for risks and charges	41.6	52.4
Deferred tax liabilities	337.0	386.1
Other non-current liabilities	7.3	16.2
Other non-current liabilities	**1,803.4**	**1,297.6**
Current liabilities		
Bonds	-	580.0
Loans due to banks	244.3	31.0
Other current financial liabilities	31.9	84.3
Trade payables	321.2	241.1
Income tax payables	16.1	75.1
Other current liabilities	140.3	141.0
Total current liabilities	**753.7**	**1,152.4**
Total liabilities	**2,557.2**	**2,450.0**
Total liabilities and shareholders' equity	**4,555.5**	**4,838.5**

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Consolidated reclassified cash flow statement as of 31 December 2020

	31 December 2020	31 December 2019
	€ million	€ million
EBITDA	**309.8**	**458.1**
Goodwill, trademark and sold business impairment	45.7	0.0
Effects due to IAS 29 application	2.4	4.5
Provisions and other changes from operating activities	-9.3	-24.8
Income taxes paid	-119.7	-45.3
Cash flow from operating activities before changes in working capital	**228.8**	**392.5**
Changes in net operating working capital	43.4	-29.6
Cash flow from operating activities	**272.2**	**363.0**
Net interests paid	-25.3	-27.9
Adjustments to financial income (charges)	1.4	5.8
Capital expenditure	-79.8	-82.4
Free cash flow	**168.6**	**258.5**
(Acquisition) disposal of companies or business division	-120.6	110.8
Dividend paid out by the Parent Company	-62.9	-57.3
Other changes (incl. net purchase of own shares)	-275.6	-54.3
Total cash flow used in other activities	**-459.1**	**-0.8**
Exchange rate differences and other changes	-22.6	-13.9
Change in net financial position due to operating activities	**-313.1**	**243.7**
Put option and earn-out liability changes	-5.6	-77.6
Effect of IFRS 16-'Leases'	0.0	-81.4
Increase in investments for lease right of use	-7.8	-15.8
Net cash flow of the period = change in net financial position	**-326.4**	**68.9**

Net financial position at the beginning of the period	**-777.4**	**-846.3**
Net financial position at the end of the period	**-1,103.8**	**-777.4**

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DAVIDE CAMPARI-MILANO N.V.

Parent company income statement

	1 January-31 December 2020	1 January-31 December 2019
	€ million	**€ million**
Net sales	**602.5**	**671.2**
Cost of goods sold	-228.0	-247.0
Gross margin	**374.5**	**424.2**
Advertising and promotional	-64.4	-67.8
Contribution after A&P	**310.0**	**356.4**
Selling, general and administrative expenses	-134.8	-121.8
Other operating income/ (expenses)	-114.2	-13.5
Operating result	**61.0**	**221.1**
Financial income (charges)	-35.4	-97.2
Dividends	62.2	13.5
Share of profit (loss) of associates	-0.7	0.0
Profit before tax	**87.2**	**137.4**
Taxes	-3.9	-27.2
Net profit	**83.3**	**110.2**

Parent company balance sheet

	31 December 2020	31 December 2019
	€ million	**€ million**
Total non-current assets	2,603.0	2,715.5
Total current assets	379.7	601.3
Total assets	**2,982.6**	**3,316.7**
Total shareholders' equity	1,122.4	1,360.8
Total non-current liabilities	1,281.1	762.4
Total current liabilities	579.1	1,193.5
Total liabilities and shareholders' equity	**2,982.6**	**3,316.7**

Parent company cash flow

	31 December 2020	31 December 2019
	€ million	**€ million**
Cash flow generated from (used in) operating activities	155.5	241.1
Cash flow generated from (used in) investing activities	-20.6	0.1
Cash flow generated from (used in) financing activities	-322.1	-224.3
Other differences	0.0	4.6
Net change in cash and cash equivalents: increase (decrease)	**-187.3**	**21.5**
Cash and cash equivalents at the beginning of period	257.0	235.5
Cash and cash equivalents at end of period	**69.7**	**257.0**