CAMPARI GROUP

CORPORATE PRESENTATION 2026


CAMPARI
GROUP
WE UNLOCK
HUMAN CONNECTIONS
SINCE 1860

CAMPARI GROUP'S HISTORY

Campari was founded in 1860 - the year in which Gaspare Campari invented the vibrant red 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 singleserve 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.



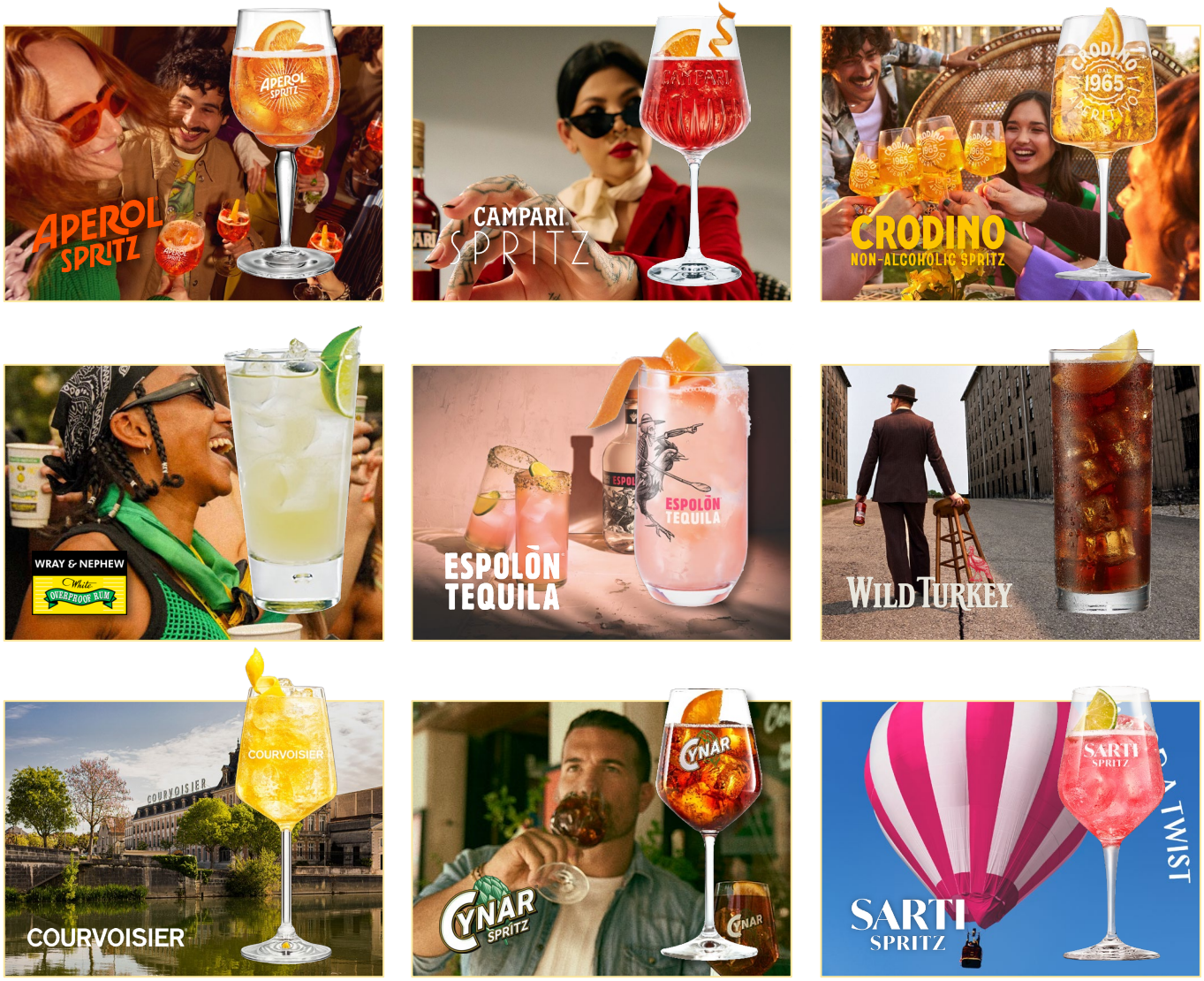
Campari Family Portrait

CAMPARI GROUP TODAY

Campari Group is now a major player in the global branded spirits industry, with a portfolio of more than 50 brands spanning aperitifs, agave spirits, whiskies, rums, as well as cognac and champagne. It has a global distribution reach, with its brands marketed and sold in over 190 markets worldwide, and strong leadership positions in both Europe and the Americas.

Campari Group is one of the fastest growing global spirits companies and the undisputed leader in the aperitif category*.

The Group employs around 4,800 people. Shares of the parent company, Davide Campari–Milano N.V., have been listed on the **Italian Stock Exchange since 2001**.



*based on 2018–2024 CAGR IWSR data of the top 10 spirits companies by value.

WORLDWIDE PRESENCE



Sesto San Giovanni Headquarters



OUR DIRECT PRESENCE

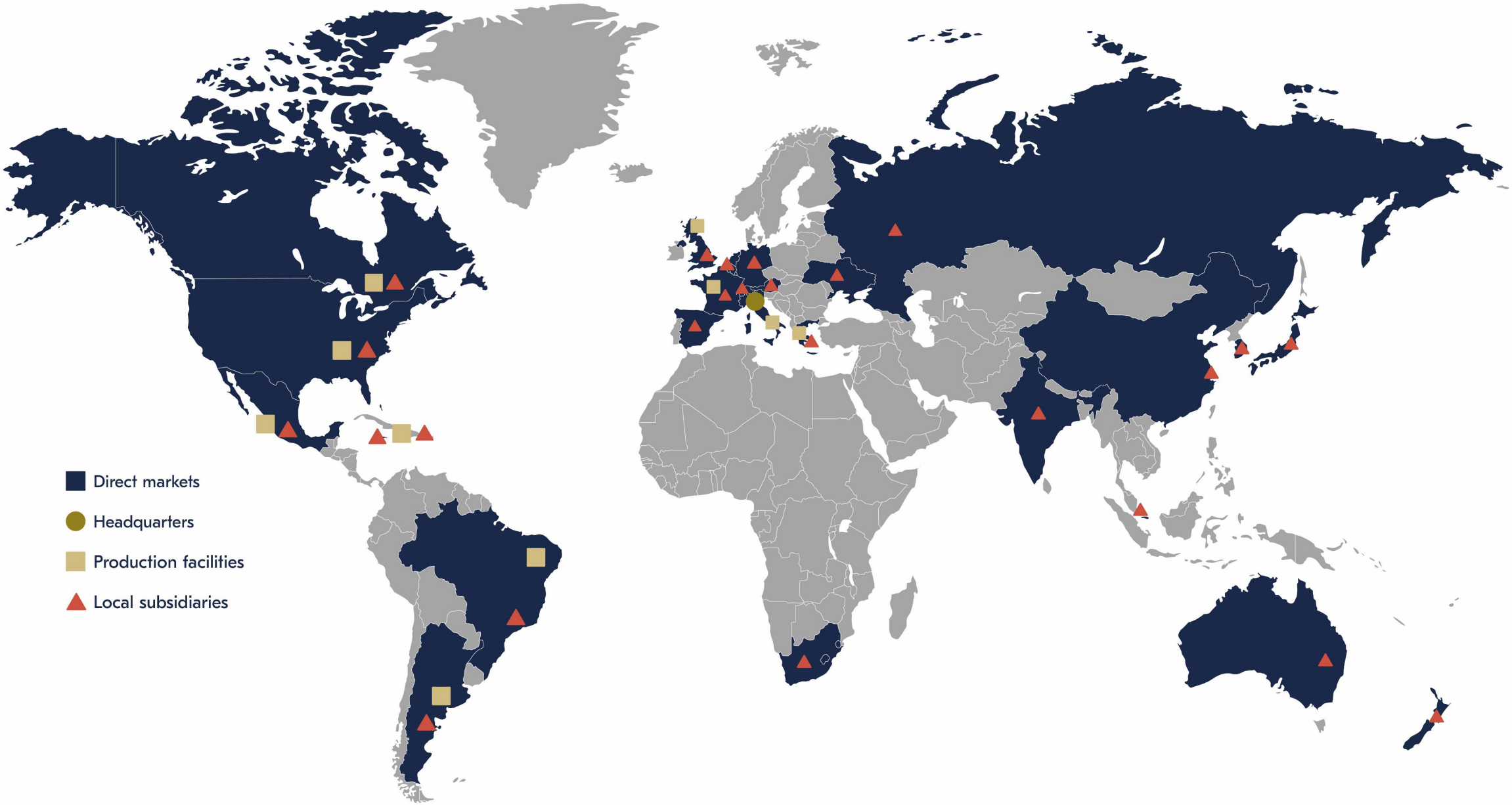
Headquartered in Sesto San Giovanni (Milan), Campari Group reaches **190 countries** around the world with its brands.

Over the years, the Group has expanded it direct presence in **27 countries,** which today account for approximately **91% of FY 2025 Group revenues.**



GLOBAL MANUFACTURING

The Group increased its manufacturing plants from **8 in 2004 to 21 today**: Italy, Greece, Scotland, Jamaica, France, Mexico, United States, Canada, Argentina, Brazil.


Direct markets
Headquarters
Production facilities
Local subsidiaries

WHAT MAKES US UNIQUE



SPIRITO ITALIANO



CREATORS OF THE MODERN SPRITZ



PIONEERS OF READY-TO-DRINK



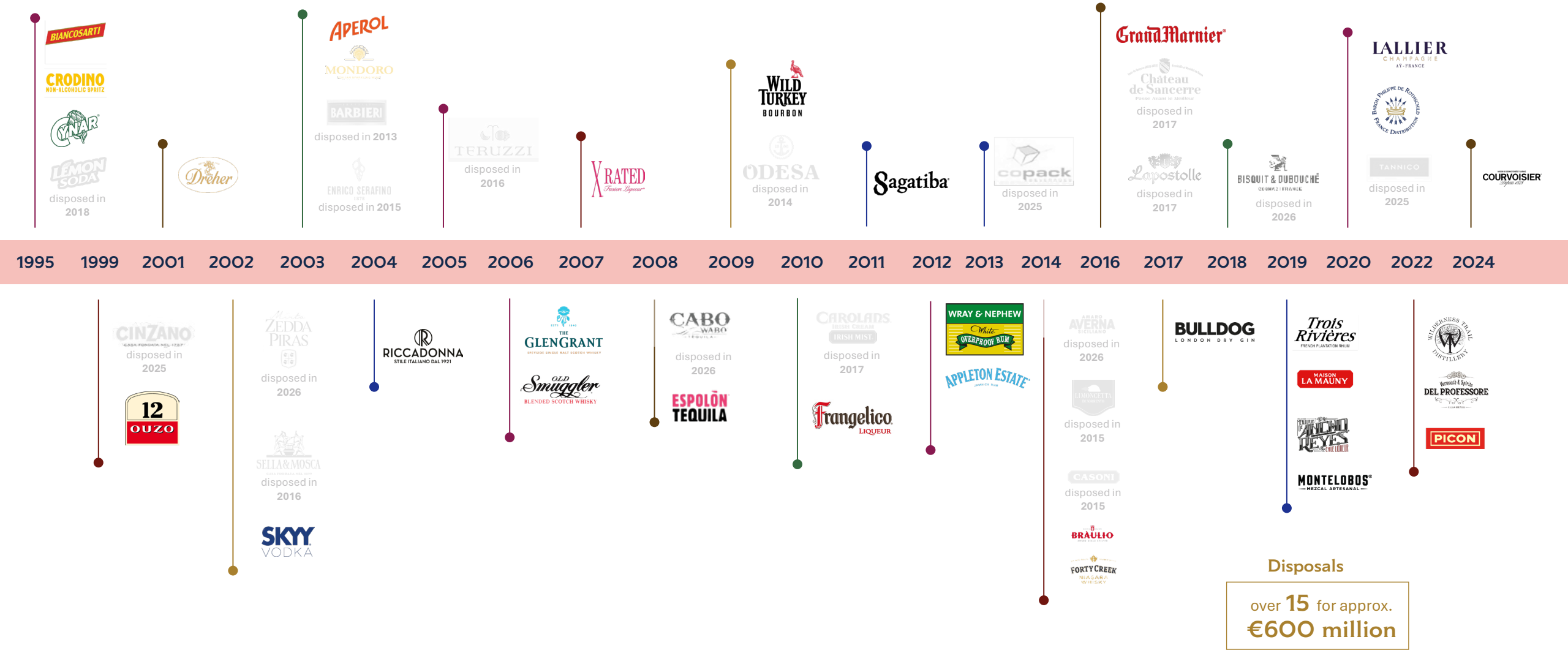
60 YEARS OF EXPERIENCE IN NON-ALCOHOLIC BEVERAGES



A TEAM OF PASSIONATE CAMPARISTAS

BOLD IN GROWTH

c.40 acquisitions since 1995 **over €5.0 billion of total value**



Disposals

over 15 for approx. €600 million

OUR BRANDS

A UNIQUE BLEND OF PREMIUM SPIRIT BRANDS

HOUSES OF BRANDS OPERATING MODEL

HOUSE OF APERITIVI



Aperol, Campari, Sarti Rosa, Crodino, Picon, Cynar, Campari Soda, Aperol Spritz

HOUSE OF WHISKEY & RUM



Wild Turkey, Russell's Reserve, American Honey, The Glen Grant, Wilderness Trail, Appleton Estate, Wray & Nephew, Wild Turkey RTD

HOUSE OF AGAVE



Espolòn, Montelobos, Ancho Reyes, Espolòn RTD

HOUSE OF COGNAC & CHAMPAGNE



Courvoisier, Grand Marnier, Lallier

CHAMPION AND GLOBAL BRANDS







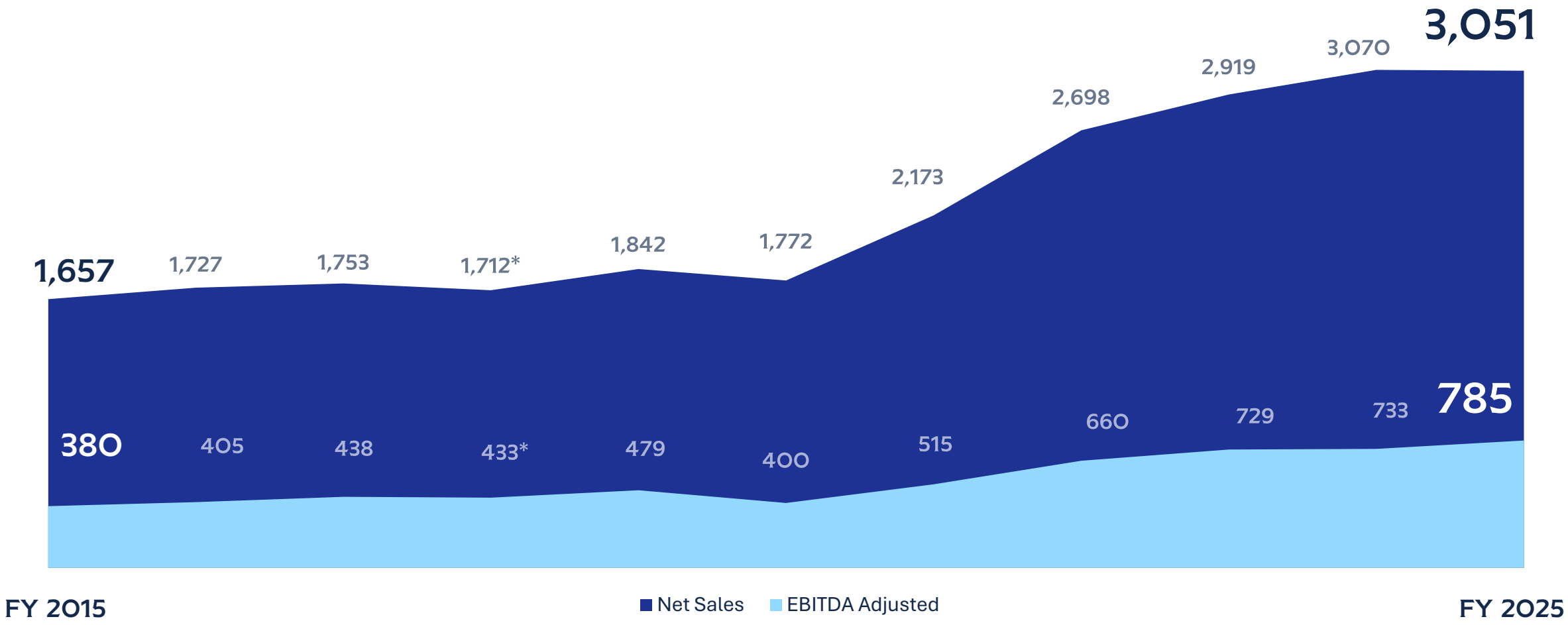




OUR PERFORMANCE

PERFORMANCE

2025 Figures - € Millions

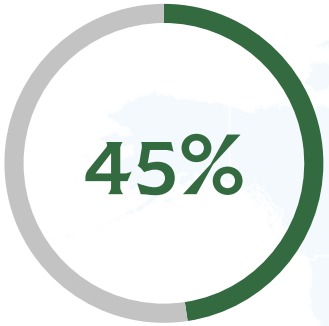


*The values shown for 2017 have been restated following the implementation of the accounting standard IFRS 15-Revenue from contract with customers

BREAKDOWN BY REGION

Data refer to FY 2025 financial results, restated for the change in business unit structure

EUROPE

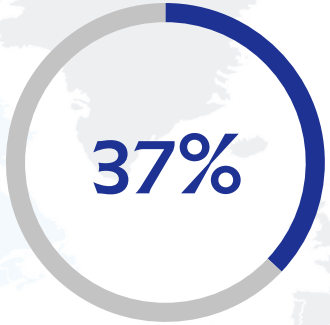


- Italy 15%
- Germany 8%
- France 5%
- UK 5%
- Others 12%

Organic Sales Growth:

+2%

NORTH AMERICA



- USA 28%
- Jamaica 4%
- Others 5%

Organic Sales Growth:

flat

DEVELOPING MARKETS

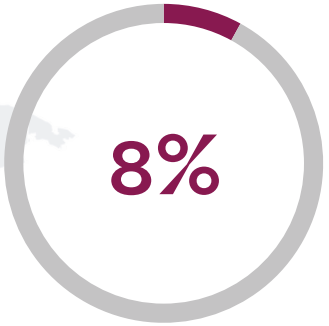


- Brazil 4%
- Others 6%

Organic Sales Growth:

+11%

APAC & GTR



- Australia 3%
- Others 5 %

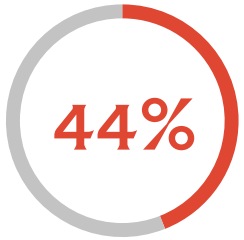
Organic Sales Growth:

+6%

SPLIT BY BRAND HOUSE

Data refer to the FY 2025 Financial Results

HOUSE OF APERITIVI



- Aperol Franchise 26%
- Campari 11%
- Crodino & Other Aperitifs 7%

Organic Sales Growth: +2%

HOUSE OF WHISKEY & RUM



- Wild Turkey & Russell's Reserve 5%
- Jamaican Rum Portfolio 5%
- Other Whiskeys & Rum 4%

Organic Sales Growth: +2%

HOUSE OF AGAVE



- Espolòn 9%
- Other Agave Brands 1%

Organic Sales Growth: +3%

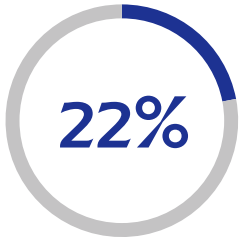
HOUSE OF COGNAC & CHAMPAGNE



- Grand Marnier 4%
- Courvoisier 5%
- Other Cognac & Champagne 1%

Organic Sales Growth: +14%

LOCAL BRANDS



- SKYY 4%
- Sparkling Wines & Vermouth 5%
- Other Local Brands 13%

Organic Sales Growth: -1%



IT IS ALL ABOUT THE MIX

SOLID GROWTH AND A STRENGTHENED GLOBAL REACH

The Group showed **positive growth in both regions and houses**, with resilient sales in over **190 countries**.

€3,051 million in FY 2025

BRAND HOUSES OPERATING MODEL

Structured into **four Brand Houses**: Aperitivi, Whiskey & Rum, Agave, and Cognac & Champagne.

PORTFOLIO OF PREMIUM YET ACCESSIBLE BRANDS ACROSS THE MOST ATTRACTIVE CATEGORIES

Portfolio of premium brands, making Campari Group **the fastest growing global spirits companies and the undisputed leader in the aperitif category.***

4 proprietary cocktails in the world's best-selling classic cocktail ranking (The bestselling classic cocktails at the world's best bars 2026 by Drinks International):

1st Negroni, **7th** Aperol Spritz, **15th** Americano, **18th** Boulevardier

A WINNING STRATEGY

- **SPIRITO ITALIANO**
- **CREATORS OF THE MODERN SPRITZ**
- **PIONEERS OF READY-TO-DRINK**
- **60 YEARS OF EXPERIENCE IN NON-ALCOHOLIC BEVERAGES**

**based on 2018–2024 CAGR IWSR data of the top 10 spirits companies by value.*

STRATEGY & CULTURE

OUR MISSION



TO WIN THE FIRST, SHARED DRINK, EVERY DAY, EVERYWHERE

OUR VALUES DRIVE US

PASSION

INTEGRITY

TOGETHER

PRAGMATISM



THE SUSTAINABLE MIX

SUSTAINABILITY



OUR PEOPLE

The **global community of Campari****stas** 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.

ENVIRONMENT

The protection of the Environment is a fundamental milestone for Campari Group. The responsible use of resources and the reduction of the environmental impact of our production activities guide the Group' initiatives to pursue sustainable development.
Therefore, Campari Group has set short-term (2025) and medium-term (2030) **ambitious targets** to deliver on its environmental commitments, and it monitors and reports on its performance in a transparent manner, adhering to internationally recognized protocols.

The targets are aligned with the UN Sustainable Development Goals to protect the planet and aim to **reduce GHG emissions and water consumption** at the Group’s production sites and along the value chain, embed **circularity** principles in its **packaging** and production processes and **minimize waste to landfill** from direct operations.



SUSTAINABILITY



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.

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.
Solidarity, education and culture will continue to be key areas on which the Group has decided to 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**.



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