



H1 FY24 Sales and Results
Press Release – Paris, 15 February 2024

ROBUST PERFORMANCE, PERNOD RICARD STEERING THROUGH SPIRITS MARKET NORMALIZATION

**ORGANIC SALES DECLINE -3% (-7% REPORTED)
ORGANIC PRO¹ DECLINE -3% (-12% REPORTED)**

Alexandre Ricard, Chairman and Chief Executive Officer, stated,

“We delivered a robust performance in the first half of the year, as we confidently steer Pernod Ricard through the normalization of the spirits market, following two years of outstanding growth.

We achieved strong Gross Margin expansion on the back of substantial pricing actions, thanks to the power of our premium portfolio. With a diversified footprint spanning mature and emerging regions and a broad presence across spirits categories, we are able to weather volatility and continue to gain share in many markets.

I am convinced that our sound strategy, together with the dedication, agility, and exceptional engagement of all our teams around the world, will enable us to deliver our ambitions.”

SALES

H1 FY24 Sales totalled €6,590m, in organic decline of -3% (-7% reported), with a negative FX impact of **€(576)m** mainly linked to the US dollar, Turkish lira, Chinese yuan and Argentinian peso, with broadly half of it offset by a **positive perimeter impact of +€264m**.

By regions:

- **Americas -7%:**
 - USA -7%:
 - Consumer demand resilient as spirits market continues to normalize
 - Net Sales -7% with value depletions c. -6%, due to high comparison basis and compounded by inventory adjustments (c. 3pts)
 - Share gains on Jameson Original, Malibu, Kahlua, The Glenlivet, Código and Jefferson's
 - Significant investments behind our brands with A&P at c. 20% of Net Sales
 - Improvement expected in H2, with strong brand activations, despite further inventory adjustments
 - Canada Sales decline with adverse phasing last year
 - LATAM high comparison basis in Brazil and Mexico, improvement expected in H2 and easing comparables.

¹ Profit from Recurring Operations



- **Asia-RoW +1%:**
 - China -9%:
 - Softened consumer demand in a challenging macro environment
 - Dynamism of international premium spirits notably strong growth of Absolut, Jameson, tequila and gin
 - Martell Noblige resilient, Premium and Super premium whiskies performance including Chivas Regal in growth
 - Cautious trade sentiment ahead of CNY
 - India +4%:
 - Strong market demand for spirits
 - Acceleration in Q2 Net Sales against easing comparables
 - Strategic International Brands in very strong growth notably Jameson, Absolut and The Glenlivet
 - Good growth on Seagram's whiskies
 - Strong growth expected in H2
 - Good growth in Japan, Taiwan market, Travel Retail and Australia. Africa Middle East in very sharp growth driven by Turkey acceleration and Nigeria.
- **Europe -4%:**
 - Net Sales excluding Russia +1% with overall resilience in the region. Strong growth² in Central and Eastern Europe led by Poland. Resilience in Western Europe led by Germany and offsetting softer performance in France, UK, and normalization in Spain. Gaining share in premium+ category in many markets.
- **Global Travel Retail -3%:**
 - Ongoing normalization of passenger traffic, now at c. 95% vs pre-covid, with Chinese travel recovery lagging
 - Net Sales impacted by phasing in H1 with strong growth expected in H2

By categories:

- **Strategic International Brands -4%:** good growth of Royal Salute, Havana Club and Perrier-Jouët offset by decline of Martell, Jameson, Chivas Regal and Ballantine's due to exposure to China, USA and LATAM. Jameson continuing its international expansion, Absolut in dynamic growth in Asia-RoW and Europe
- **Strategic Local Brands +4%:** growth across Seagram's Indian whiskies portfolio and Kahlua in many markets
- **Specialty Brands -5%:** solid performance of Altos, Italicus, Ki No Bi. Category impacted by overall exposure to US market normalization and inventory adjustment
- **Strategic Wines -11%:** decline notably in USA, UK and Canada.

² Excluding Russia



Premium portfolio driving **high-single digit pricing in all regions**, with lower volumes and adverse market mix. **Holding or gaining share in many markets.**

RESULTS

H1 FY24 PRO reached €2,144m, an organic decline of -3%, **sustaining organic operating margin (+7 bps)**:

- **Strong Gross Margin expanding significantly +126 bps:**
 - Superior Revenue Growth Management and focus on operating costs efficiencies,
 - Offsetting easing inflation on Costs of Goods and adverse market mix
- **Strong portfolio activation with A&P at c. €1bn**
- **Very strict discipline on Structure costs**

H1 FY24 reported Operating margin was down -152 bps with an overall negative FX impact on PRO of €(311)m mainly from Turkish lira, US dollar, Chinese yuan and Argentinean peso, partly offset by a **positive perimeter effect of +€100m**.

Group share of Net PRO was €1,439m, -17% reported vs. H1 FY23 and the **Group share of Net Profit was €1,569m, -12% reported**, mainly reflecting lower PRO and non-recurring operating income, driven mainly by asset disposal.

Earnings Per Share in decline at €5.68, reflecting softer PRO and increase of recurring financial expenses with an average cost of debt at 3.1%, following significant increase of interest rates.

FREE CASH FLOW AND DEBT

Free Cash Flow at c. €301m, -68% vs H1 FY23, driven by lower reported profit and acceleration of our planned strategic investments to fuel future growth.

Net debt up €1,110m vs. 30 June 2023 to **€11,383m**. The **Net Debt/EBITDA** ratio at average rate³ increased to **3.3x** at 31 December 2023 reflecting **lower year on year Reported PRO and higher Net Debt**.

OUTLOOK

Building on a very strong FY23 and a robust performance in H1 FY24, we are confident in our medium-term financial framework of +4% to +7% top line growth, aiming for the upper end of the range, with Organic Operating leverage of +50/+60 bps.

In a challenging environment, we expect for FY24:

- Dynamic H2 Net Sales, improving versus H1, **and leading to broadly stable organic Net Sales in full year**
- Continued focus on **Revenue Growth Management** and **operational efficiencies**
- A&P ratio at c. 16% of Net Sales and very **strict control of Structure Costs**
- Organic Operating Margin expansion, with **Organic Operating Profit growing low-single digit**
- **Negative FX** impact partially offset by perimeter effect

³ Based on average EUR/USD rate: 1.08 and calculation made of H2 FY23 and H1 FY24



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- Investments in strategic inventories at a similar level to FY23, and **increase in Capex to c. €800m**
- Free Cash Flow reflecting lower reported PRO and increase in strategic investments
- **c. €300m share buyback for the year**, with c. €150m completed in H1



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All growth data specified in this press release refers to organic growth (at constant FX and Group structure), unless otherwise stated. Data may be subject to rounding.

A detailed presentation of H1 FY24 Sales & Results can be downloaded from our website: www.pernod-ricard.com

Definitions and reconciliation of non-IFRS measures to IFRS measures

Pernod Ricard's management process is based on the following non-IFRS measures which are chosen for planning and reporting. The Group's management believes these measures provide valuable additional information for users of the financial statements in understanding the Group's performance. These non-IFRS measures should be considered as complementary to the comparable IFRS measures and reported movements therein.

Organic growth

- Organic growth is calculated after excluding the impacts of exchange rate movements, acquisitions and disposals and changes in applicable accounting principles and hyperinflation.
- Exchange rates impact is calculated by translating the current year results at the prior year's exchange rates.
- For acquisitions in the current year, the post-acquisition results are excluded from the organic movement calculations. For acquisitions in the prior year, post-acquisition results are included in the prior year but are included in the organic movement calculation from the anniversary of the acquisition date in the current year.
- Where a business, brand, brand distribution right or agency agreement was disposed of, or terminated, in the prior year, the Group, in the organic movement calculations, excludes the results for that business from the prior year. For disposals or terminations in the current year, the Group excludes the results for that business from the prior year from the date of the disposal or termination.
- The impact of hyperinflation on Net Sales and PRO in Turkey is excluded from P&L organic growth calculations by capping unit local price/cost increases to a maximum of +26% per year, equivalent to +100% over 3 years.
- This measure enables to focus on the performance of the business which is common to both years and which represents those measures that local managers are most directly able to influence.

Profit from recurring operations

Profit from recurring operations corresponds to the operating profit excluding other non-current operating income and expenses.

About Pernod Ricard

Pernod Ricard is a worldwide leader in the spirits and wine industry, blending traditional craftsmanship, state-of-the-art brand-building, and global distribution technologies. Our prestigious portfolio of premium to luxury brands includes Absolut vodka, Ricard pastis, Ballantine's, Chivas Regal, Royal Salute, and The Glenlivet Scotch whiskies, Jameson Irish whiskey, Martell cognac, Havana Club rum, Beefeater gin, Malibu liqueur and Mumm and Perrier-Jouët champagnes. Our mission is to ensure the long-term development of our brands with full respect for people and the environment, while empowering our employees around the world to be ambassadors of our purposeful, inclusive and responsible culture of authentic conviviality. Pernod Ricard's consolidated sales amounted to € 12,137 millions in fiscal year FY23.

Pernod Ricard is listed on Euronext (Ticker: RI; ISIN Code:FR0000120693) and is part of the CAC 40 and Eurostoxx 50 indices.

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Appendices

Emerging Markets

Asia-Rest of World		Americas	Europe
Algeria	Malaysia	Argentina	Albania
Angola	Mongolia	Bolivia	Armenia
Cambodia	Morocco	Brazil	Azerbaijan
Cameroon	Mozambique	Caribbean	Belarus
China	Myanmar	Chile	Bosnia
Congo	Namibia	Colombia	Bulgaria
Egypt	Nepal	Costa Rica	Croatia
Ethiopia	Nigeria	Cuba	Georgia
Gabon	Persian Gulf	Dominican Republic	Hungary
Ghana	Philippines	Ecuador	Kazakhstan
India	Senegal	Guatemala	Kosovo
Indonesia	South Africa	Honduras	Latvia
Iraq	Sri Lanka	Mexico	Lithuania
Ivory Coast	Syria	Panama	Macedonia
Jordan	Tanzania	Paraguay	Moldova
Kenya	Thailand	Peru	Montenegro
Laos	Tunisia	Puerto Rico	Poland
Lebanon	Turkey	Uruguay	Romania
Madagascar	Uganda	Venezuela	Russia
	Vietnam		Serbia
	Zambia		Ukraine

Strategic International Brands' organic Sales growth

	Volumes H1 FY24 (in 9Lcs millions)	Organic Net Sales growth H1 FY24	of which Volume	of which Price/mix
Absolut	6.7	(2)%	(10)%	+7%
Chivas Regal	2.7	(7)%	(15)%	+8%
Ballantine's	4.7	(8)%	(11)%	+4%
Ricard	2.4	(1)%	(6)%	+5%
Jameson	6.0	(1)%	(7)%	+6%
Havana Club	2.0	+3%	(19)%	+22%
Malibu	2.2	(5)%	(10)%	+5%
Beefeater	1.8	(8)%	(13)%	+6%
Martell	1.3	(8)%	(11)%	+4%
The Glenlivet	0.8	(5)%	(14)%	+10%
Royal Salute	0.1	+8%	(9)%	+17%
Mumm	0.4	(9)%	(14)%	+5%
Perrier-Jouët	0.2	+4%	(5)%	+8%
Strategic International Brands	31.3	(4)%	(11)%	+6%



Sales Analysis by Period and Region

Net Sales (€ millions)	Q1 FY23		Q1 FY24		Change		Organic growth		Group Structure		Forex Impact	
Americas	957	28.9%	858	28.2%	(100)	(10)%	(88)	(10)%	+78	+8%	(89)	(9)%
Asia / Rest of World	1,488	45.0%	1,329	43.7%	(159)	(11)%	+0	+0%	+45	+3%	(204)	(14)%
Europe	863	26.1%	855	28.1%	(8)	(1)%	+9	+1%	+7	+1%	(24)	(3)%
Group	3,308	100.0%	3,042	100.0%	(266)	(8)%	(79)	(2)%	+130	+4%	(317)	(10)%

Net Sales (€ millions)	Q2 FY23		Q2 FY24		Change		Organic growth		Group Structure		Forex Impact	
Americas	1,048	27.5%	1,003	28.3%	(45)	(4)%	(56)	(5)%	+95	+9%	(84)	(8)%
Asia / Rest of World	1,634	42.9%	1,520	42.8%	(114)	(7)%	+15	+1%	+34	+2%	(162)	(10)%
Europe	1,125	29.6%	1,025	28.9%	(101)	(9)%	(93)	(8)%	+5	+0%	(13)	(1)%
Group	3,808	100.0%	3,548	100.0%	(260)	(7)%	(134)	(4)%	+134	+4%	(259)	(7)%

Net Sales (€ millions)	H1 FY23		H1 FY24		Change		Organic growth		Group Structure		Forex Impact	
Americas	2,005	28.2%	1,860	28.2%	(145)	(7)%	(145)	(7)%	+173	+9%	(173)	(9)%
Asia / Rest of World	3,122	43.9%	2,850	43.2%	(272)	(9)%	+16	+1%	+79	+3%	(366)	(12)%
Europe	1,989	27.9%	1,880	28.5%	(108)	(5)%	(84)	(4)%	+12	+1%	(37)	(2)%
Group	7,116	100.0%	6,590	100.0%	(525)	(7)%	(213)	(3)%	+264	+4%	(576)	(8)%

Note: Bulk Spirits are allocated by Region according to the Regions' weight in the Group

Summary Consolidated Income Statement

(€ millions)	H1 FY23	H1 FY24	Change
Net sales	7,116	6,590	(7)%
Gross Margin	4,368	4,081	(7)%
Advertising and promotions spend	(994)	(980)	(1)%
Contribution after A&P spend	3,375	3,101	(8)%
Structure costs	(951)	(958)	+1%
Profit from recurring operations	2,423	2,144	(12)%
Financial income/(expense) from recurring operations	(134)	(200)	+49%
Corporate income tax on items from recurring operations	(521)	(475)	(9)%
Net profit from discontinued operations, non-controlling interests and share of net income from associates	(25)	(30)	+21%
Group share of net profit from recurring operations	1,743	1,439	(17)%
Profit from Non Recurring Operations	86	142	NA
Financial income/(expense) from non-recurring operations	(5)	(18)	NA
Corporate income tax on items from non recurring operations	(32)	9	(128)%
Non controlling interests (non-recurring)	0	(2)	NA
Group share of net profit	1,792	1,569	(12)%
Non-controlling interests	21	30	+44%
Net profit	1,813	1,599	(12)%

Profit from Recurring Operations by Region

World

(€ millions)	H1 FY23		H1 FY24		Change		Organic Growth		Group Structure		Forex impact	
Net Sales	7,116	100.0%	6,590	100.0%	(525)	(7)%	(213)	(3)%	+264	+4%	(576)	(8)%
Gross margin	4,368	61.4%	4,081	61.9%	(287)	(7)%	(46)	(1)%	+176	+4%	(416)	(10)%
Advertising & promotional spend	(994)	14.0%	(980)	14.9%	+14	(1)%	(6)	+1%	(41)	+4%	+61	(6)%
Contribution after A&P spend	3,375	47.4%	3,101	47.1%	(273)	(8)%	(53)	(2)%	+135	+4%	(355)	(11)%
Profit from recurring operations	2,423	34.1%	2,144	32.5%	(279)	(12)%	(69)	(3)%	+100	+4%	(311)	(13)%

Americas

(€ millions)	H1 FY23		H1 FY24		Change		Organic Growth		Group Structure		Forex impact	
Net Sales	2,005	100.0%	1,860	100.0%	(145)	(7)%	(145)	(7)%	+173	+9%	(173)	(9)%
Gross margin	1,314	65.5%	1,232	66.2%	(82)	(6)%	(41)	(3)%	+86	+7%	(127)	(10)%
Advertising & promotional spend	(349)	17.4%	(374)	20.1%	(25)	+7%	(13)	+4%	(35)	+10%	+23	(7)%
Contribution after A&P spend	965	48.1%	858	46.1%	(107)	(11)%	(54)	(6)%	+51	+5%	(104)	(11)%
Profit from recurring operations	697	34.7%	555	29.8%	(142)	(20)%	(84)	(12)%	+27	+4%	(85)	(12)%

Asia / Rest of the World

(€ millions)	H1 FY23		H1 FY24		Change		Organic Growth		Group Structure		Forex impact	
Net Sales	3,122	100.0%	2,850	100.0%	(272)	(9)%	+16	+1%	+79	+3%	(366)	(12)%
Gross margin	1,827	58.5%	1,699	59.6%	(128)	(7)%	+62	+3%	+89	+5%	(279)	(15)%
Advertising & promotional spend	(400)	12.8%	(357)	12.5%	+43	(11)%	+7	(2)%	(2)	+1%	+37	(9)%
Contribution after A&P spend	1,427	45.7%	1,342	47.1%	(86)	(6)%	+69	+5%	+87	+6%	(242)	(17)%
Profit from recurring operations	1,074	34.4%	997	35.0%	(77)	(7)%	+60	+6%	+81	+8%	(218)	(20)%

Europe

(€ millions)	H1 FY23		H1 FY24		Change		Organic Growth		Group Structure		Forex impact	
Net Sales	1,989	100.0%	1,880	100.0%	(108)	(5)%	(84)	(4)%	+12	+1%	(37)	(2)%
Gross margin	1,227	61.7%	1,150	61.2%	(77)	(6)%	(67)	(5)%	+1	+0%	(10)	(1)%
Advertising & promotional spend	(245)	12.3%	(248)	13.2%	(4)	+1%	(1)	+0%	(3)	+1%	+1	(0)%
Contribution after A&P spend	982	49.4%	902	48.0%	(80)	(8)%	(68)	(7)%	(3)	(0)%	(10)	(1)%
Profit from recurring operations	652	32.8%	591	31.5%	(61)	(9)%	(45)	(7)%	(9)	(1)%	(7)	(1)%

Note: Bulk Spirits are allocated by Region according to the Regions' weight in the Group



Foreign Exchange Impact – PRO impacted mostly by translation impact

Forex impact H1 FY24 (€ millions)		Average rates evolution vs EUR			On Net Sales	On Profit from Recurring Operations
		H1 FY23	H1 FY24	%		
US dollar	USD	1.01	1.08	(7)%	(107)	(58)
Chinese yuan	CNY	7.08	7.83	(11)%	(81)	(51)
Indian rupee	INR	82.11	89.78	(9)%	(68)	(23)
Pound sterling	GBP	0.86	0.86	(0)%	(0)	+0
Canadian Dollar	CAD	1.35	1.46	(8)%	(14)	(4)
Australian Dollar	AUD	1.51	1.66	(9)%	(14)	(4)
Japanese yen	JPY	141.70	158.12	(12)%	(13)	(8)
Turkish Lira	TRY	18.54	29.96	(62)%	(90)	(82)
Singapourian Dollar	SGD	1.41	1.46	(3)%	(3)	(2)
Polish Zloty	PLN	4.74	4.46	+6%	+7	+3
Korean won TC	KRW	1,368.23	1,425.10	(4)%	(3)	(2)
South african rand TC	ZAR	17.57	20.23	(15)%	(12)	(6)
Taiwan Dollar	TWD	31.28	34.35	(10)%	(8)	(5)
New Zealand dollar TC	NZD	1.67	1.79	(7)%	(4)	(1)
Mexican peso	MXN	20.23	18.72	+7%	+6	(3)
Hong Kong Dollar	HKD	7.94	8.46	(7)%	(5)	(4)
Malaysian Ringitt	MYR	4.59	5.05	(10)%	(6)	(4)
Argentinian peso	ARS	151.27	411.59	(172)%	(73)	(32)
Nigerian Naira	NGN	437.03	851.18	(95)%	(31)	(20)
Swedish Krone	SEK	10.78	11.61	(8)%	(2)	+7
Ukrainian Hryvnia	UAH	36.38	39.74	(9)%	(3)	(2)
Belarusian Ruble	BYN	2.57	3.13	(22)%	(3)	(2)
Other					(49)	(8)
Total FX impact					(576)	(311)
of which Translation					(576)	(339)
of which Transaction						+29

Sensitivity of profit and debt to EUR/USD exchange rate

Estimated impact of a 1% appreciation of the USD

Impact on the income statement ⁽¹⁾	(€ millions)
Profit from recurring operations	+15
Financial result	(1)
Pre-tax profit from recurring operations	+14

Impact on the balance sheet	(€ millions)
Increase/(decrease) in net debt	+30

(1) Full-year effect



Balance Sheet

Assets (€ millions)	30/06/2023	31/12/2023
(Net book value)		
Non-current assets		
Intangible assets and goodwill	19,000	18,875
Tangible assets and other assets	4,798	5,027
Deferred tax assets	1,870	1,851
Total non-current assets	25,667	25,754
Current assets		
Inventories	8,104	8,252
aged work-in-progress	6,267	6,513
non-aged work-in-progress	151	151
other inventories	1,685	1,587
Receivables (*)	1,814	2,458
Trade receivables	1,401	2,398
Other receivables	413	60
Other current assets	435	456
Other operating current assets	427	411
Other current assets related to fixed assets and other	8	44
Tax receivable	31	110
Cash and cash equivalents and current derivatives	1,624	1,648
Total current assets	12,008	12,923
Assets held for sale	1	60
Total assets	37,676	38,737
(*) after disposals of receivables of:	749	1,203

Liabilities and shareholders' equity (€ millions)	30/06/2023	31/12/2023
Group Shareholders' equity	15,717	16,193
Non-controlling interests	998	1,016
of which profit attributable to non-controlling interests	21	30
Total Shareholders' equity	16,715	17,209
Non-current provisions and deferred tax liabilities	3,777	3,887
Bonds non-current	9,678	10,318
Lease liabilities - non current	384	396
Non-current financial liabilities and derivative instruments	187	138
Total non-current liabilities	14,026	14,738
Current provisions	164	148
Operating payables	3,461	3,068
Other operating payables	1,556	1,041
of which other operating payables	859	931
of which tangible/intangible current payables	698	110
Tax payable	113	320
Bonds - current	580	739
Lease liabilities - current	99	97
Current financial liabilities and derivatives	962	1,359
Total current liabilities	6,935	6,772
Liabilities held for sale	0	17
Total liabilities and shareholders' equity	37,676	38,737

Analysis of Working Capital Requirement

(€ millions)	June 2022	December 2022	June 2023	December 2023	H1 FY23 WC change*	H1 FY24 WC change*
Aged work in progress	5,732	5,873	6,267	6,513	239	278
Advances to suppliers for wine and ageing spirits	8	19	12	19	10	7
Payables on wine and ageing spirits	(115)	(238)	(182)	(245)	(103)	(64)
Net aged work in progress	5,626	5,653	6,098	6,287	146	221
Trade receivables before factoring/securitization	1,922	3,419	2,151	3,601	1,599	1,506
Advances from customers	(34)	(31)	(34)	(32)	2	2
Other receivables & operating current assets	487	480	824	453	4	(368)
Other inventories	1,546	1,572	1,685	1,587	(13)	(73)
Non-aged work in progress	91	122	151	151	34	3
Trade payables and other	(3,669)	(3,842)	(4,106)	(3,723)	(277)	338
Gross operating working capital	343	1,719	671	2,037	1,324	1,409
Factoring/Securitization impact	(602)	(1,031)	(749)	(1,203)	(445)	(460)
Net Operating Working Capital	(259)	688	(78)	834	878	949
Net Working Capital	5,366	6,341	6,019	7,121	1,024	1,169
* at average rates						
					Of which recurring variation	1,060
					Of which non recurring variation	(36)
						1,167
						2

Net Debt

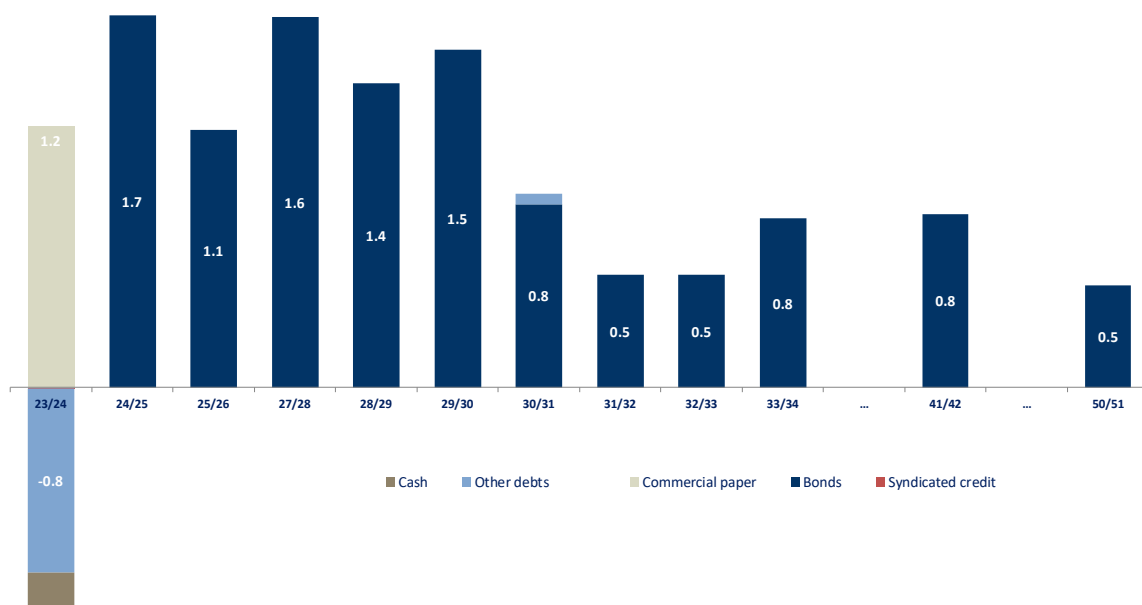
(€ millions)	30/06/2023			31/12/2023		
	Current	Non-current	Total	Current	Non-current	Total
Bonds	580	9,678	10,258	739	10,318	11,057
Commercial paper	801	-	801	1,160	-	1,160
Other loans and long-term debts	155	173	328	181	128	310
Other financial liabilities	956	173	1,129	1,341	128	1,470
Gross Financial debt	1,536	9,851	11,387	2,080	10,446	12,526
Fair value hedge derivatives – assets	-	-	-	-	-	-
Fair value hedge derivatives – liabilities	-	14	14	-	10	10
Fair value hedge derivatives	-	14	14	-	10	10
Net investment hedge derivatives – assets	-	(3)	(3)	-	(7)	(7)
Net investment hedge derivatives – liabilities	-	-	-	-	-	-
Net investment hedge derivatives	-	(3)	(3)	-	(7)	(7)
FINANCIAL DEBT AFTER HEDGING	1,536	9,862	11,398	2,080	10,449	12,529
Cash and cash equivalents	(1,609)	-	(1,609)	(1,639)	-	(1,639)
NET FINANCIAL DEBT EXCLUDING LEASE DEBT	(73)	9,862	9,789	441	10,449	10,890
Lease Debt	99	384	484	97	396	493
NET FINANCIAL DEBT	26	10,246	10,273	539	10,844	11,383

Change in Net Debt

(€ millions)	30/06/2023	31/12/2023
Operating profit	3,265	2,285
Depreciation and amortisation	417	217
Net change in impairment of goodwill, PPE and intangible assets	52	14
Net change in provisions	(74)	(42)
Changes in fair value on commercial derivatives, biological assets and investments	(87)	3
Net (gain)/loss on disposal of assets	(74)	(213)
Share-based payments	44	26
Self-financing capacity before interest and tax	3,543	2,291
Decrease / (increase) in working capital requirements	(568)	(1,169)
Net interest and tax payments	(942)	(430)
Net acquisitions of non financial assets and others	(602)	(391)
Free Cash Flow	1,431	301
<i>of which recurring Free Cash Flow</i>	<i>1,653</i>	<i>389</i>
Net acquisitions of financial assets and activities and others	(1,129)	(18)
Dividends paid	(1,072)	(1,199)
(Acquisition) / Disposal of treasury shares and others	(786)	(184)
Decrease / (increase) in net debt (before currency translation adjustments)	(1,556)	(1,101)
Foreign currency translation adjustment	53	71
Non cash impact on lease liabilities	(112)	(80)
Decrease / (increase) in net debt (after currency translation adjustments and IFRS 16 non cash impacts)	(1,615)	(1,110)
Initial net debt	(8,657)	(10,273)
Final net debt	(10,273)	(11,383)

Net Debt Maturity Profile at 31 December 2023

€ billions





Bond details at 31 December 2023

Currency	Par value	Coupon	Issue date	Maturity date
EUR	€ 1,000 m o/w:			
	€ 500 m	0.500%	24/10/2019	24/10/2027
	€ 500 m	0.875%		24/10/2031
	€ 650 m	2.125%	09/29/2014	09/27/2024
	€ 1,500 m o/w:			
	€ 750 m	1.125%	04/01/2020	04/07/2025
	€ 750 m	1.750%		04/08/2030
	€ 500 m o/w:			
	€ 250 m	1.125%	04/27/2020	04/07/2025
	€ 250 m	1.750%		04/08/2030
	€ 600 m	1.500%	05/17/2016	05/18/2026
	€ 750 m	1.375%	04/07/2022	04/07/2029
	€ 500 m	0.125%	10/04/2021	10/04/2029
€1 100 m o/w:				
€ 500 m	3.750%	11/02/2022	11/02/2032	
€ 600 m	3.250%		11/02/2028	
€ 1,350 m o/w:				
€ 600 m	3.750%	09/15/2023	09/15/2027	
€ 750 m	3.750%		09/15/2033	
USD	\$ 850 m	5.500%	01/12/2012	01/15/2042
	\$ 600 m	3.250%	06/08/2016	06/08/2026
	\$ 2,000 m o/w:			
	\$ 600 m	1.250%		04/01/2028
	\$ 900 m	1.625%	10/01/2020	04/01/2031
\$ 500 m	2.750%		10/01/2050	

Net Debt / EBITDA ratio evolution

	Closing rate	Average rate ⁽¹⁾
EUR/USD rate 30/06/2023 -> 31/12/2023	1.09 -> 1.11	1.05->1.08
Ratio at 30/06/2023	2.7	2.7
EBITDA & cash generation excl. Group structure effect and forex impacts	0.4	0.4
Group structure and forex impacts	0.2	0.2
Ratio at 31/12/2023	3.2	3.3

(1) Last-twelve-month rate



Diluted Earnings Per Share (EPS) calculation

(x 1,000)	HY FY23	HY FY24
Number of shares in issue at end of period	257,947	255,632
Weighted average number of shares in issue (pro rata temporis)	257,947	255,632
Weighted average number of treasury shares (pro rata temporis)	(1,311)	(2,839)
Dilutive impact of stock options and performance shares	733	597
Number of shares used in diluted EPS calculation	257,369	253,390

(€ millions and €/share)	HY FY23	HY FY24	reported △
Group share of net profit from recurring operations	1,743	1,439	-17.4%
Diluted net earnings per share from recurring operations	6.77	5.68	-16.1%

Upcoming Communications

Date (subject to change)	Event
20 th February 2024	CAGNY
28 th March 2024	US Market Webcast
25 th April 2024	Q3 Sales
16 th May 2024	S&R Webcast

15th February 2024 call details

Available in the media section of Pernod Ricard's website