

**VERY STRONG FY23 PERFORMANCE IN A NORMALISING ENVIRONMENT**

**+10% ORGANIC SALES GROWTH (+13% REPORTED)**  
**+11% ORGANIC GROWTH IN PRO<sup>1</sup> (+11% REPORTED)**

**FY23 Net Sales grew +10% organically, totalling €12,137m.** Reported Sales growth was +13% with favourable foreign exchange impact mostly from USD appreciation versus EUR.

Broad-based growth across all regions with strong pricing execution:

- **Americas: +2%**, dynamic growth in LATAM led by Mexico and low-single digit growth in North America with stable Net Sales in USA and underlying value depletions +2%. Declining Sales expected in Q1 in USA, on high comparison basis, with positive outlook for the full year
- **Asia-RoW: +17%**, excellent broad-based growth led by India, Travel Retail recovery, China and Turkey. Solid performance in Japan, South Korea and dynamic rebound in Southeast Asia. Challenging macroeconomic environment in China leading to declining Net Sales in Q1 FY24, with high comparison basis expected to ease from Q2
- **Europe: +8%**, strong resilience and pricing with growth led by Spain, Germany and rebound in Travel Retail.

All spirits categories delivered strong growth:

- **Strategic International Brands: +11%**, strong momentum led by Scotch, Martell, Jameson and Absolut
- **Strategic Local Brands: +10%**, very dynamic growth notably led by Seagram's Indian whiskies and Olmeca
- **Specialty Brands: +8%**, continued development led by Lillet, Aberlour, Malfy and the Spot Range
- **Strategic Wines: (2)%**, overall soft performance mainly driven by Jacob's Creek and Campo Viejo in UK and North America.

**Strong Price/mix at +9%**, mostly from strong pricing actions (+8%). Resilient **volumes growing +1%**.

**Q4 Net Sales were €2,630m**, with +19% organic growth.

**RESULTS**

**FY23 PRO grew +11% to €3,348m** (+11% reported), sustaining organic Gross Margin and expanding organic Operating Margin thanks to leading premium portfolio, excellent Revenue Growth Management and operational efficiencies:

- **Gross margin protected +3bps** as price and mix offset COGS inflation
- **A&P ratio maintained at c. 16% of Net Sales**, with dynamic allocation between brands, markets and activities
- **Discipline on Structure costs +37bps** and growing +8% organically
- **Negative FX impact** on PRO of €(70)m with favorable impact from USD more than offset by Turkish Lira and other emerging market currencies

Recurring effective tax rate at **22.6%**.

**Group share of Net PRO was €2,340m**, +10% reported vs. FY22.

**Group share of Net Profit was €2,262m**, +13% reported, a strong increase thanks to Profit from Recurring Operations growth.

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<sup>1</sup> Profit from Recurring Operations

## **CASH FLOW AND DEBT**

**FY23 Recurring Free Cash Flow reached €1,653m** as we leveraged our strong cash generation to accelerate investments in future organic growth with CAPEX and strategic inventories.

**The cost of debt averaged 2.6% in FY23 due to higher financing rates.**

**Net debt increased to €10,273m** with significant M&A activity (notably Sovereign Brands, Código and Skrewball), dividend cash out, c. €750m of share buyback executed and positive FX impact on Net Debt (USD/EUR).

**Net Debt/EBITDA** ratio at average FX rates<sup>2</sup> stood at **2.7x** as of 30 June 2023.

Return to shareholders is accelerating with a **proposed dividend of €4.70, an increase of +14%** vs. FY22, and a share buyback program of **€500m to €800m** in FY24.

The financial policy is as follows:

### **While maintaining investment grade rating;**

- Investing in future organic growth, in particular through Strategic Inventories and Capital Expenditure
- Continued active portfolio management, including value creating M&A
- Dividend distribution at c.50% of Net Profit from Recurring Operations, aiming consistently at growing dividends
- Share buyback

## **OUTLOOK**

Building on our very strong FY23 performance, we confidently reiterate our FY23 to FY25 mid-term financial framework of aiming for the upper end of +4% to +7% Net Sales growth and +50/+60bps operating margin.

In a challenging environment, we anticipate for FY24:

- **Broad-based and diversified Net Sales growth for the full year**, with soft start in Q1 amplified by high comparison basis
- **Adapting to easing inflationary pressures**
- Continued focus on **Revenue Growth Management** and **operational efficiencies**
- Consistent **A&P ratio at c. 16% of Net Sales**, dynamically optimized through KDPs<sup>3</sup>
- **Disciplined investments in structure**
- All leading to organic **Operating Margin expansion**
- Significant **investments in Capex c. €800m-€1bn range** and **strategic inventories with a similar level to FY23 to sustainably support future growth**
- **Share buyback of €500m to €800m in FY24**
- **Negative FX impact.**

**Alexandre Ricard**, Chairman and Chief Executive Officer, stated,

*“Pernod Ricard once again delivered a very strong full-year performance, achieving double-digit broad-based growth in sales and earnings despite a volatile environment. The relevance of our growth strategy, the desirability of our brands and the unwavering commitment and agility of our teams enabled us to gain share in most markets and strengthen pricing. Our transformational journey continues to accelerate through the deployment of tech and data-powered organizational, sales and marketing initiatives. We are making solid progress on our sustainability and responsibility roadmap to 2030. While the environment in FY24 remains challenging, I am confident in Pernod Ricard’s ability to deliver on its medium-term objectives.”*

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<sup>2</sup> Based on average EUR/USD rate: 1.05

<sup>3</sup> Key Digital Programs

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 FY23 Sales and Results can be downloaded from our website: [www.pernod-ricard.com](http://www.pernod-ricard.com)

Audit procedures have been carried out on the financial statements. The Statutory Auditors' report will be issued after examination of the management report and completion of procedures required for the filing of the Universal Registration Document."

### **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.
- 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 million 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	Namibia	Chile	Bosnia
Congo	Nigeria	Colombia	Bulgaria
Egypt	Persian Gulf	Costa Rica	Croatia
Ethiopia	Philippines	Cuba	Georgia
Gabon	Senegal	Dominican Republic	Hungary
Ghana	South Africa	Ecuador	Kazakhstan
India	Sri Lanka	Guatemala	Kosovo
Indonesia	Syria	Honduras	Latvia
Iraq	Tanzania	Mexico	Lithuania
Ivory Coast	Thailand	Panama	Macedonia
Jordan	Tunisia	Paraguay	Moldova
Kenya	Turkey	Peru	Montenegro
Laos	Uganda	Puerto Rico	Poland
Lebanon	Vietnam	Uruguay	Romania
Madagascar	Zambia	Venezuela	Russia
			Serbia
			Ukraine

### Strategic International Brands' organic Sales growth

	Volumes FY23 (in 9Lcs millions)	Organic Net Sales growth FY23	Volumes	Price/mix
Absolut	12.7	+10%	+2%	+8%
Chivas Regal	5.1	+25%	+10%	+15%
Ballantine's	8.8	+13%	(4)%	+17%
Ricard	4.4	+1%	(1)%	+2%
Jameson	10.7	+10%	+2%	+8%
Havana Club	4.3	+6%	(6)%	+12%
Malibu	4.7	+4%	(5)%	+9%
Beefeater	3.7	+10%	+2%	+7%
Martell	2.4	+10%	(3)%	+12%
The Glenlivet	1.6	+9%	(3)%	+12%
Royal Salute	0.3	+32%	+17%	+15%
Mumm	0.6	(5)%	(16)%	+11%
Perrier-Jouët	0.3	+6%	(7)%	+12%
<b>Strategic International Brands</b>	<b>59.5</b>	<b>+11%</b>	<b>(0)%</b>	<b>+11%</b>

## Sales Analysis by Period and Region

Net Sales (€ millions)	FY22		FY23		Change		Organic Growth		Group Structure		Forex Impact	
Americas	3,133	29.3%	3,481	28.7%	+348	+11%	+62	+2%	+108	+3%	+178	+6%
Asia / Rest of World	4,438	41.5%	5,191	42.8%	+753	+17%	+755	+17%	+84	+2%	(86)	(2)%
Europe	3,130	29.2%	3,465	28.5%	+335	+11%	+251	+8%	+57	+2%	+27	+1%
<b>Group</b>	<b>10,701</b>	<b>100.0%</b>	<b>12,137</b>	<b>100.0%</b>	<b>1,436</b>	<b>+13%</b>	<b>1,068</b>	<b>+10%</b>	<b>248</b>	<b>+2%</b>	<b>120</b>	<b>+1%</b>

  

Net Sales (€ millions)	Q4 FY22		Q4 FY23		Change		Organic Growth		Group Structure		Forex Impact	
Americas	708	30.9%	728	27.7%	+20	+3%	+20	+3%	+45	+6%	(45)	(6)%
Asia / Rest of World	857	37.4%	1,073	40.8%	+216	+25%	+311	+36%	+23	+3%	(118)	(14)%
Europe	729	31.8%	829	31.5%	+100	+14%	+103	+14%	+9	+1%	(13)	(2)%
<b>Group</b>	<b>2,295</b>	<b>100.0%</b>	<b>2,630</b>	<b>100.0%</b>	<b>336</b>	<b>+15%</b>	<b>434</b>	<b>+19%</b>	<b>78</b>	<b>+3%</b>	<b>(176)</b>	<b>(8)%</b>

  

Net Sales (€ millions)	H2 FY22		H2 FY23		Change		Organic Growth		Group Structure		Forex Impact	
Americas	1,495	31.5%	1,476	28.9%	(19)	(1)%	(56)	(4)%	+78	+5%	(42)	(3)%
Asia / Rest of World	1,914	40.4%	2,069	42.7%	+155	+8%	+295	+15%	+36	+2%	(175)	(9)%
Europe	1,333	28.1%	1,476	28.4%	+144	+11%	+143	+11%	+18	+1%	(18)	(1)%
<b>Group</b>	<b>4,742</b>	<b>100.0%</b>	<b>5,022</b>	<b>100.0%</b>	<b>280</b>	<b>+6%</b>	<b>381</b>	<b>+8%</b>	<b>133</b>	<b>+3%</b>	<b>(235)</b>	<b>(5)%</b>

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

## Summary Consolidated Income Statement

(€ millions)	FY22	FY23	Change
Net sales	10,701	12,137	+13%
Gross Margin	6,473	7,246	+12%
Advertising and promotions spend	(1,698)	(1,939)	+14%
Contribution after A&P spend	4,775	5,307	+11%
Structure costs	(1,751)	(1,959)	+12%
Profit from Recurring Operations	3,024	3,348	+11%
Financial income/(expense) from recurring operations	(215)	(291)	+36%
Corporate income tax on items from recurring operations	(651)	(691)	+6%
Net profit from discontinued operations, non-controlling interests and share of net income from associates	(34)	(25)	(26)%
<b>Group share of net profit from Recurring Operations</b>	<b>2,124</b>	<b>2,340</b>	<b>+10%</b>
Profit from Non Recurring Operations	(62)	(83)	+35%
Financial income/(expense) from non-recurring operations	(45)	(35)	(22)%
Corporate income tax on items from non recurring operations	(26)	40	(256)%
Non controlling interests (non-recurring)	4	1	(79)%
<b>Group share of net profit</b>	<b>1,996</b>	<b>2,262</b>	<b>+13%</b>
Non-controlling interests	35	21	(40)%
<b>Net profit</b>	<b>2,031</b>	<b>2,283</b>	<b>+12%</b>

## Profit from Recurring Operations by Region

### World

(€ millions)	FY22		FY23		Change		Organic Growth		Group Structure		Forex impact	
Net sales (Excl. T&D)	10,701	100.0%	12,137	100.0%	1,436	+13%	1,068	+10%	248	+2%	120	+1%
Gross margin after logistics costs	6,473	60.5%	7,246	59.7%	773	+12%	646	+10%	142	+2%	(15)	(0)%
Advertising & promotion	(1,698)	15.9%	(1,939)	16.0%	(242)	+14%	(180)	+11%	(31)	+2%	(31)	+2%
Contribution after A&P	4,775	44.6%	5,307	43.7%	531	+11%	466	+10%	111	+2%	(46)	(1)%
<b>Profit from recurring operations</b>	<b>3,024</b>	<b>28.3%</b>	<b>3,348</b>	<b>27.6%</b>	<b>324</b>	<b>+11%</b>	<b>334</b>	<b>+11%</b>	<b>60</b>	<b>+2%</b>	<b>(70)</b>	<b>(2)%</b>

### Americas

(€ millions)	FY22		FY23		Change		Organic Growth		Group Structure		Forex impact	
Net sales (Excl. T&D)	3,133	100.0%	3,481	100.0%	348	+11%	62	+2%	108	+3%	178	+6%
Gross margin after logistics costs	2,059	65.7%	2,220	63.8%	161	+8%	10	+0%	51	+2%	100	+5%
Advertising & promotion spend	(568)	18.1%	(686)	19.7%	(117)	+21%	(57)	+10%	(23)	+4%	(38)	+7%
Contribution after A&P spend	1,491	47.6%	1,534	44.1%	43	+3%	(47)	(3)%	28	+2%	62	+4%
<b>Profit from recurring operations</b>	<b>1,014</b>	<b>32.4%</b>	<b>965</b>	<b>27.7%</b>	<b>(49)</b>	<b>(5)%</b>	<b>(87)</b>	<b>(9)%</b>	<b>(6)</b>	<b>(1)%</b>	<b>45</b>	<b>+4%</b>

### Asia / Rest of the World

(€ millions)	FY22		FY23		Change		Organic Growth		Group Structure		Forex impact	
Net sales (Excl. T&D)	4,438	100.0%	5,191	100.0%	753	+17%	755	+17%	84	+2%	(86)	(2)%
Gross margin after logistics costs	2,496	56.2%	2,969	57.2%	473	+19%	501	+20%	74	+3%	(102)	(4)%
Advertising & promotion	(633)	14.3%	(740)	14.3%	(107)	+17%	(111)	+18%	(4)	+1%	7	(1)%
Contribution after A&P	1,862	42.0%	2,229	42.9%	366	+20%	390	+21%	70	+4%	(95)	(5)%
<b>Profit from recurring operations</b>	<b>1,220</b>	<b>27.5%</b>	<b>1,516</b>	<b>29.2%</b>	<b>296</b>	<b>+24%</b>	<b>325</b>	<b>+27%</b>	<b>64</b>	<b>+5%</b>	<b>(93)</b>	<b>(8)%</b>

### Europe

(€ millions)	FY22		FY23		Change		Organic Growth		Group Structure		Forex impact	
Net sales (Excl. T&D)	3,130	100.0%	3,465	100.0%	335	+11%	251	+8%	57	+2%	27	+1%
Gross margin after logistics costs	1,918	61.3%	2,057	59.4%	139	+7%	135	+7%	17	+1%	(13)	(1)%
Advertising & promotion	(496)	15.9%	(513)	14.8%	(17)	+3%	(13)	+3%	(4)	+1%	(0)	+0%
Contribution after A&P	1,422	45.4%	1,544	44.6%	122	+9%	122	+9%	13	+1%	(13)	(1)%
<b>Profit from recurring operations</b>	<b>790</b>	<b>25.2%</b>	<b>867</b>	<b>25.0%</b>	<b>77</b>	<b>+10%</b>	<b>96</b>	<b>+12%</b>	<b>2</b>	<b>+0%</b>	<b>(22)</b>	<b>(3)%</b>

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

## Foreign Exchange Impact

Forex impact FY23 (€ millions)		Average rates evolution			On Net Sales	On Profit from Recurring Operations
		FY22	FY23	%		
US dollar	USD	1.13	1.05	7.7%	221	118
Turkish Lira	TRY	13.83	20.04	-31.0%	(84)	(73)
Indian rupee	INR	84.93	85.49	-0.7%	(9)	(3)
Chinese yuan	CNY	7.28	7.28	-0.1%	(1)	(1)
Pound sterling	GBP	0.85	0.87	-2.6%	(13)	15
Bresilian real	BRL	5.91	5.41	9.4%	18	6
Argentinian peso	ARS	118.70	190.42	-37.7%	(48)	(17)
Japanese yen	JPY	132.09	143.70	-8.1%	(20)	(11)
Mexican peso	MXN	22.92	19.95	14.9%	15	(11)
Other					41	(93)
<b>Total</b>					<b>120</b>	<b>(70)</b>

## Sensitivity of profit and debt to EUR/USD exchange rate

Estimated impact of a 1% appreciation of the USD

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

Impact on the balance sheet	(€ millions)
<b>Increase/(decrease) in net debt</b>	<b>+31</b>

(1) Full-year effect

## Balance Sheet

Assets (€ millions)	30/06/2022	30/06/2023
<b>(Net book value)</b>		
<b>Non-current assets</b>		
Intangible assets and goodwill	17,657	19,000
Tangible assets and other assets	4,600	4,798
Deferred tax assets	1,844	1,870
<b>Total non-current assets</b>	<b>24,100</b>	<b>25,667</b>
<b>Current assets</b>		
Inventories	7,369	8,104
<i>aged work-in-progress</i>	5,732	6,267
<i>non-aged work-in-progress</i>	91	151
<i>other inventories</i>	1,546	1,685
Receivables (*)	1,388	1,814
<i>Trade receivables</i>	1,320	1,401
<i>Other trade receivables</i>	68	413
Other current assets	435	435
<i>Other operating current assets</i>	430	427
<i>Tangible/intangible current assets</i>	6	8
Tax receivable	145	31
Cash and cash equivalents and current derivatives	2,559	1,624
<b>Total current assets</b>	<b>11,896</b>	<b>12,008</b>
Assets held for sale	15	1
<b>Total assets</b>	<b>36,012</b>	<b>37,676</b>
(*) after disposals of receivables of:	602	749
<b>Liabilities and shareholders' equity (€ millions)</b>	<b>30/06/2022</b>	<b>30/06/2023</b>
<b>Group Shareholders' equity</b>	<b>15,944</b>	<b>15,717</b>
Non-controlling interests	309	998
<i>of which profit attributable to non-controlling interests</i>	35	21
<b>Total Shareholders' equity</b>	<b>16,253</b>	<b>16,715</b>
Non-current provisions and deferred tax liabilities	3,818	3,777
Bonds non-current	9,238	9,678
Lease liabilities - non current	400	384
Non-current financial liabilities and derivative instruments	197	187
<b>Total non-current liabilities</b>	<b>13,653</b>	<b>14,026</b>
Current provisions	150	164
Trade payables	3,019	3,461
Other current liabilities	1,311	1,556
<i>Other operating current liabilities</i>	799	859
<i>Tangible/intangible current liabilities</i>	513	698
Tax payable	263	113
Bonds - current	842	580
Lease liabilities - current	107	99
Current financial liabilities and derivatives	415	962
<b>Total current liabilities</b>	<b>6,107</b>	<b>6,935</b>
Liabilities held for sale	0	0
<b>Total liabilities and shareholders' equity</b>	<b>36,012</b>	<b>37,676</b>



## Analysis of Working Capital Requirement

(€ millions)	June 2021	June 2022	June 2023	FY22 WC change*	FY23 WC change*	
Aged work in progress	5,373	5,732	6,267	287	(555)	
Advances to suppliers for wine and ageing spirits	9	8	12	(1)	(2)	
Payables on wine and ageing spirits	(93)	(115)	(182)	(21)	61	
<b>Net aged work in progress</b>	<b>5,289</b>	<b>5,626</b>	<b>6,098</b>	<b>265</b>	<b>(497)</b>	
				0		
Trade receivables before factoring/securitization	1,672	1,922	2,151	163	(307)	
Advances from customers	(21)	(34)	(34)	(9)	3	
Other receivables	445	487	824	9	(356)	
Other inventories	1,098	1,546	1,685	342	(141)	
Non-aged work in progress	84	91	151	3	(51)	
Trade payables and other	(2,946)	(3,669)	(4,106)	(534)	626	
<b>Gross operating working capital</b>	<b>331</b>	<b>343</b>	<b>671</b>	<b>(25)</b>	<b>(228)</b>	
Factoring/Securitization impact	(592)	(602)	(749)	12	156	
<b>Net Operating Working Capital</b>	<b>(261)</b>	<b>(259)</b>	<b>(78)</b>	<b>(13)</b>	<b>(71)</b>	
<b>Net Working Capital</b>	<b>5,028</b>	<b>5,366</b>	<b>6,019</b>	<b>252</b>	<b>(568)</b>	
* at average rates				Of which recurring variation	<b>262</b>	<b>(586)</b>
				Of which non recurring variation	<b>(10)</b>	<b>19</b>

## Net Debt

(€ millions)	30/06/2022			30/06/2023		
	Current	Non-current	Total	Current	Non-current	Total
Bonds	842	9,238	10,079	580	9,678	10,258
Commercial paper	180	-	180	801	-	801
Other loans and long-term debts	226	179	405	155	173	328
Other financial liabilities	406	179	585	956	173	1 129
<b>Gross Financial debt</b>	<b>1,248</b>	<b>9,417</b>	<b>10,664</b>	<b>1 536</b>	<b>9 851</b>	<b>11 387</b>
Fair value hedge derivatives – assets	(5)	-	(5)	-	-	-
Fair value hedge derivatives – liabilities	-	9	9	-	14	14
Fair value hedge derivatives	(5)	9	3	-	14	14
Net investment hedge derivatives – assets	-	-	-	-	(3)	(3)
Net investment hedge derivatives – liabilities	-	9	9	-	-	-
Net investment hedge derivatives	-	9	9	-	(3)	(3)
<b>FINANCIAL DEBT AFTER HEDGING</b>	<b>1,242</b>	<b>9,435</b>	<b>10,677</b>	<b>1,536</b>	<b>9 862</b>	<b>11 398</b>
Cash and cash equivalents	(2,527)	-	(2,527)	(1,609)	-	(1 609)
<b>NET FINANCIAL DEBT EXCLUDING LEASE DEBT</b>	<b>(1,284)</b>	<b>9,435</b>	<b>8,150</b>	<b>(73)</b>	<b>9,862</b>	<b>9 789</b>
Lease Debt	107	400	507	99	384	484
<b>NET FINANCIAL DEBT</b>	<b>(1,177)</b>	<b>9,835</b>	<b>8,657</b>	<b>26</b>	<b>10 246</b>	<b>10 273</b>

## Change in Net Debt

(€ millions)	30/06/2022	30/06/2023
Operating profit	2,963	3,265
Depreciation and amortisation	381	417
Net change in impairment of goodwill, PPE and intangible assets	10	52
Net change in provisions	7	(74)
Changes in fair value on commercial derivatives and biological assets	(2)	(87)
Net (gain)/loss on disposal of assets	(5)	(74)
Share-based payments	40	44
<b>Self-financing capacity before interest and tax</b>	<b>3,392</b>	<b>3,543</b>
Decrease / (increase) in working capital requirements	(252)	(568)
Net interest and tax payments	(846)	(942)
Net acquisitions of non financial assets and others	(481)	(602)
<b>Free Cash Flow</b>	<b>1,813</b>	<b>1,431</b>
<i>of which recurring Free Cash Flow</i>	<i>1,926</i>	<i>1,653</i>
Net acquisitions of financial assets and activities and others	(723)	(1,129)
Dividends paid	(826)	(1,072)
(Acquisition) / Disposal of treasury shares and others	(813)	(786)
<b>Decrease / (increase) in net debt (before currency translation adjustments)</b>	<b>(549)</b>	<b>(1,556)</b>
Foreign currency translation adjustment	(562)	53
Non cash impact on lease liabilities	(95)	(112)
<b>Decrease / (increase) in net debt (after currency translation adjustments and IFRS 16 non cash impacts)</b>	<b>(1,205)</b>	<b>(1,615)</b>
Initial net debt	(7,452)	(8,657)
Final net debt	(8,657)	(10,273)

## Net Debt Maturity at 30 June 2023

€ billions



## Bond details

Currency	Par value	Coupon	Issue date	Maturity date
EUR	€ 1,500 m o/w:			
	€ 500 m	0.000%	24/10/2019	24/10/2023
	€ 500 m	0.500%		24/10/2027
	€ 500 m	0.875%		24/10/2031
	€ 650 m	2.125%	29/09/2014	27/09/2024
	€ 1,500 m o/w:			
	€ 750 m	1.125%	01/04/2020	07/04/2025
	€ 750 m	1.750%		08/04/2030
	€ 500 m o/w:			
	€ 250 m	1.125%	27/04/2020	07/04/2025
€ 250 m	1.750%		08/04/2030	
€ 600 m	1.500%	17/05/2016	18/05/2026	
€ 750 m	1.375%	07/04/2022	07/04/2029	
€ 500 m	0.125%	04/10/2021	04/10/2029	
€ 1 100 m o/w:				
€ 500 m	3.750%	02/11/2022	02/11/2032	
€ 600 m	3.250%		02/11/2028	
USD	\$ 850 m	5.500%	12/01/2012	15/01/2042
	\$ 600 m	3.250%	08/06/2016	08/06/2026
	\$ 2,000 m o/w:			
	\$ 600 m	1.250%	01/10/2020	01/04/2028
	\$ 900 m	1.625%		01/04/2031
\$ 500 m	2.750%		01/10/2050	

## Net Debt / EBITDA ratio evolution

	Closing rate	Average rate <sup>(1)</sup>
EUR/USD rate Jun FY22 -> Jun FY23	1.04 -> 1.09	1.13 -> 1.05
<b>Ratio at 30/06/2022</b>	<b>2.5</b>	<b>2.4</b>
EBITDA & cash generation excl. Group structure effect and forex impacts	(0.1)	(0.1)
Group structure and forex impacts	0.3	0.4
<b>Ratio at 30/06/2023</b>	<b>2.7</b>	<b>2.7</b>

(1) Last-twelve-month rate

## Diluted EPS calculation

(x 1,000)	FY22	FY23
Number of shares in issue at end of period	257,947	255,632
Weighted average number of shares in issue (pro rata temporis)	261,190	257,537
Weighted average number of treasury shares (pro rata temporis)	(2,158)	(1,488)
Dilutive impact of stock options and performance shares	688	830
<b>Number of shares used in diluted EPS calculation</b>	<b>259,719</b>	<b>256,879</b>

(€ millions and €/share)	FY22	FY23	reported △
Group share of net profit from recurring operations	2,124	2,340	10.2%
<b>Diluted net earnings per share from recurring operations</b>	<b>8.18</b>	<b>9.11</b>	<b>11.4%</b>

## Upcoming Communications

Date (subject to change)	Event
19 October 2023	Q1 FY24 Sales
10 November 2023	Annual General Meeting
15 February 2024	H1 FY24 Sales and Results

## 31st August call details

Available in the media section of Pernod Ricard's website