# Compagnia dei Caraibi S.p.A.

Premium Beverage

Sustainability Check

KT&PARTNERS

## Turning the Corner

Research Update

**ADD | Fair Value: €0.65 (€0.68) | Current Price: €0.32 | Upside: 103%**

June 30th, 2025 – 7.00 h

| € Million | FY22 | FY23 | FY24 | FY25E | FY26E | FY27E | FY28E |
|---|---|---|---|---|---|---|---|
| Total Revenues | 49.7 | 52.8 | 59.5 | 44.9 | 45.4 | 50.9 | 55.2 |
| EBITDA Adj. | 5.3 | (0.3) | 0.1 | 1.0 | 2.4 | 3.6 | 4.4 |
| *margin* | *10.8%* | *-0.7%* | *0.2%* | *2.3%* | *5.2%* | *7.0%* | *8.0%* |
| Net Profit Adj. | 2.5 | (2.4) | (2.1) | (0.4) | 0.7 | 1.7 | 2.4 |
| *margin* | *5.1%* | *-4.5%* | *-3.6%* | *-0.9%* | *1.5%* | *3.4%* | *4.4%* |
| Free Cash Flows | (4.9) | 6.1 | 1.8 | 1.8 | 2.1 | 2.3 | 2.2 |
| Net Debt (Net Cash) | 1.9 | 10.3 | 11.0 | 9.9 | 8.1 | 6.0 | 4.0 |

*Source: Company data (2022–24), KT&Partners' elaboration (2025E–28E).*


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***FY24 Results.*** In FY24, CdC reported consolidated revenues of €59.5mn, up 12.6% YoY and 6.3% above our expectations. Growth was driven by the solid performance of the Italian B2B segment (+4.5% YoY), the contribution of the new B2C channel Dispensa, and the continued international expansion, particularly in Spain (+58% YoY) and the U.S. (+54%). Despite adverse weather impacting the Horeca channel (–22% YoY), eCommerce, Cash & Carry, and Large Organized Distribution grew altogether by 24% YoY. EBITDA returned to positive territory at €0.1mn, supported by improved service cost efficiency despite higher personnel expenses. Net loss narrowed significantly to €2mn, compared to more than €10mn in FY23. The Net Financial Position closed at €11mn (net debt), slightly higher than €10.3mn in FY23, primarily due to cash outflows related to the Elephant Gin settlement, partially offset by a €3.8mn improvement in net working capital driven by favorable supplier terms and better DSO dynamics.

***Change in estimates.*** Following the FY24 results, we revise our estimates with a more conservative stance on short-term profitability but improve our medium-term topline outlook. While FY24 revenues exceeded expectations, we leave FY25E sales broadly unchanged to reflect lower-than-expected volumes from Brown-Forman brands—accounting for ~40% of FY24 revenues—until the termination of the distribution agreement at the end of April. Conversely, we upgrade our topline forecasts from FY26E onward, projecting €55mn in total revenues by FY28E, driven by the continued international expansion (notably in Spain and the U.S.) and the onboarding of new partner brands. On the margin side, we cut our FY25E Adj. EBITDA to €1.0mn (2.3% margin) from €1.9mn, incorporating higher personnel costs due to internalization efforts, which are already yielding lower service costs. We expect gradual EBITDA recovery, reaching €4.4mn by FY28E (8.0% margin), supported by: higher-margin proprietary brands, improved international subsidiary performance, and the end of BF-related dilution. FY25E NFP is projected at €9.9mn, aided by €1.5mn estimated working capital release.

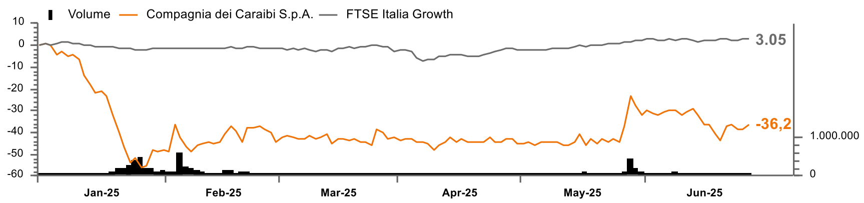
***Valuation.*** Our valuation – based on both market multiples method (EV/Sales) and DCF – returns an average equity value of €9.4mn or a fair value of €0.65ps, showing a potential upside of +103% on current market price. The slight downward revision in our target price reflects the cut in near-term earnings estimates, partially offset by the improved topline outlook, supported by new partnerships with established brands and an acceleration in international expansion, particularly in Spain and the U.S.

| Market Data | |
|---|---|
| Main Shareholders | |
| GEM Srl | 72.5% |
| Mkt Cap (€ mn) | 4.6 |
| EV (€ mn) | 15.1 |
| Shares Outstanding (mn) | 14.3 |
| Free Float | 26.6% |

| Market multiples | 2024 | 2025E | 2026E |
|---|---|---|---|
| EV/Sales | | | |
| *CdC (KT&P Valuation)* | 0.3x | 0.5x | 0.5x |
| CdC (Market Valuation) | 0.3x | 0.3x | 0.3x |
| Comps median | 0.6x | 0.6x | 0.6x |
| *CdC vs CompsMedian* | *-49%* | *-42%* | *-41%* |

| Stock Data | |
|---|---|
| 52 Wk High (€) | 1.19 |
| 52 Wk Low (€) | 0.21 |
| Avg. Daily Trading 90d (thousands) | 33 |
| Price Change 1w (%) | 8% |
| Price Change 1m (%) | 15% |
| Price Change YTD (%) | -36% |

### Relative Performance Chart – YTD




*Source: Factset*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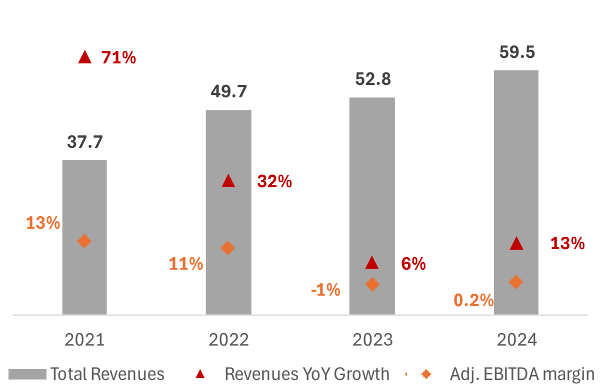
## Key Figures – Compagnia dei Caraibi SpA

| **Per Share Data** | **2021A** | **2022A** | **2023A** | **2024A** | **2025E** | **2026E** | **2027E** | **2028E** |
|---|---|---|---|---|---|---|---|---|
| Total shares outstanding (mn) | 12.7 | 14.1 | 14.5 | 14.5 | 14.5 | 14.5 | 14.5 | 14.5 |
| EPS | 0.19 | 0.14 | -1.05 | -0.15 | -0.03 | 0.05 | 0.12 | 0.17 |
| Dividend per share (ord) | 0.07 | - | - | - | - | - | - | - |
| **Profit and Loss (EUR million)** | 2021A | 2022A | 2023A | 2024A | 2025E | 2026E | 2027E | 2028E |
| Sales Revenues | 37.0 | 48.4 | 52.3 | 56.9 | 43.8 | 44.3 | 49.6 | 53.9 |
| Total Revenues | 37.7 | 49.7 | 52.8 | 59.5 | 44.9 | 45.4 | 50.9 | 55.2 |
| *growth (%)* | 70.7% | 32.1% | 6.2% | 12.6% | -24.6% | 1.1% | 12.1% | 8.6% |
| EBITDA Adjusted | 4.9 | 5.3 | (0.3) | 0.1 | 1.0 | 2.4 | 3.6 | 4.4 |
| *EBITDA Adj margin (%)* | 13.0% | 10.8% | -0.7% | 0.2% | 2.3% | 5.2% | 7.0% | 8.0% |
| EBIT Adjusted | 3.8 | 3.9 | (2.0) | (2.3) | (0.1) | 1.3 | 2.7 | 3.6 |
| *EBIT Adj. margin (%)* | 10.2% | 7.9% | -3.9% | -3.8% | -0.1% | 3.0% | 5.2% | 6.5% |
| Net Income Adjusted | 2.4 | 2.5 | (2.4) | (2.1) | (0.4) | 0.7 | 1.7 | 2.4 |
| *Net Income Adj. margin (%)* | 6.3% | 5.1% | -4.5% | -3.6% | -0.9% | 1.5% | 3.4% | 4.4% |
| **Balance Sheet (EUR million)** | 2021A | 2022A | 2023A | 2024A | 2025E | 2026E | 2027E | 2028E |
| Total fixed assets | 5.0 | 8.7 | 7.1 | 6.9 | 6.5 | 5.9 | 5.5 | 5.3 |
| Net Working Capital (NWC) | 7.8 | 12.1 | 11.3 | 7.4 | 6.3 | 5.8 | 5.8 | 6.4 |
| Total Net Capital Employed | 12.3 | 20.2 | 13.9 | 12.6 | 11.1 | 10.0 | 9.5 | 9.9 |
| Net Financial Position/(Cash) | (7.2) | 1.9 | 10.3 | 11.0 | 9.9 | 8.1 | 6.0 | 4.0 |
| Shareholder's Equity | 19.5 | 18.3 | 3.6 | 1.6 | 1.2 | 1.8 | 3.5 | 5.9 |
| **Cash Flow (EUR million)** | 2021A | 2022A | 2023A | 2024A | 2025E | 2026E | 2027E | 2028E |
| Operating cash flow | 2.0 | (0.7) | (10.6) | 0.6 | 1.8 | 2.2 | 2.6 | 2.6 |
| Change in NWC | (2.2) | (3.5) | 0.5 | 3.8 | 1.5 | 0.5 | 0.0 | (0.6) |
| Capital expenditure | (3.0) | (6.1) | (0.5) | 1.6 | (0.7) | (0.4) | (0.5) | (0.6) |
| Free cash flow | (0.2) | (4.9) | 6.1 | 1.8 | 1.8 | 2.1 | 2.3 | 2.2 |
| **Enterprise Value (EUR million)** | 2021A | 2022A | 2023A | 2024A | 2025E | 2026E | 2027E | 2028E |
| Market Cap | 45.1 | 40.7 | 31.3 | 7.2 | 4.6 | 4.6 | 4.6 | 4.6 |
| Net financial position/(Cash) | (7.2) | 1.9 | 10.3 | 11.0 | 9.9 | 8.1 | 6.0 | 4.0 |
| Minorities | - | (0.0) | (0.3) | (0.9) | - | - | - | - |
| Enterprise value | 37.9 | 42.6 | 41.3 | 17.4 | 14.5 | 12.8 | 10.6 | 8.6 |
| **Ratios (%)** | 2021A | 2022A | 2023A | 2024A | 2025E | 2026E | 2027E | 2028E |
| ROCE | 31.1% | 19.5% | -14.7% | -18.1% | -0.6% | 13.4% | 27.9% | 36.4% |
| ROE | 12.2% | 11.1% | -423.8% | -137.7% | -33.5% | 36.2% | 48.2% | 40.6% |
| Interest cover on EBIT Adj | 30.9 | 38.0 | -3.2 | -5.8 | -0.2 | 3.4 | 11.5 | 22.6 |
| NFP/EBITDA | (1.5x) | 0.4x | (4.7x) | 75.7x | 9.6x | 3.5x | 1.7x | 0.9x |
| Gearing - Debt/equity | -37% | 10% | 288% | 706% | 851% | 445% | 170% | 67% |
| NWC/Total Revenues | 0.21x | 0.24x | 0.21x | 0.12x | 0.14x | 0.13x | 0.11x | 0.12x |
| Free cash flow yield | -0.4% | -12.0% | 19.6% | 24.7% | 39.2% | 44.7% | 49.8% | 46.8% |
| **Multiples (x)** | 2021A | 2022A | 2023A | 2024A | 2025E | 2026E | 2027E | 2028E |
| EV/Sales | 1.0x | 0.9x | 0.8x | 0.3x | 0.3x | 0.3x | 0.3x | 0.3x |
| EV/EBITDA | 7.8x | 9.2x | n.m. | n.m. | 14.7x | 6.4x | 4.3x | 3.4x |
| P/E | 19.0x | 20.0x | n.m. | n.m. | n.m. | 7.0x | 2.7x | 1.9x |

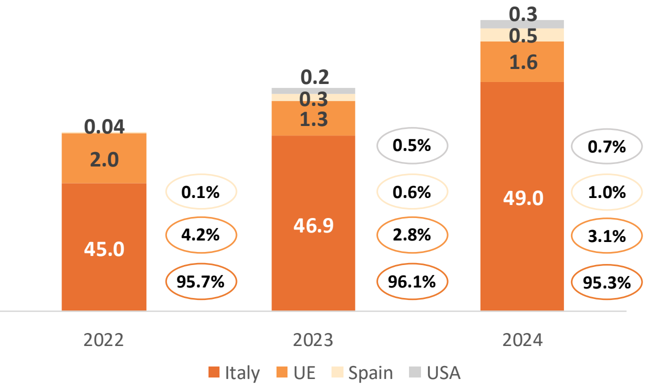
*Source: Company data (2021–24), KT&Partners' estimates (2025E–28E)*

# Key Charts

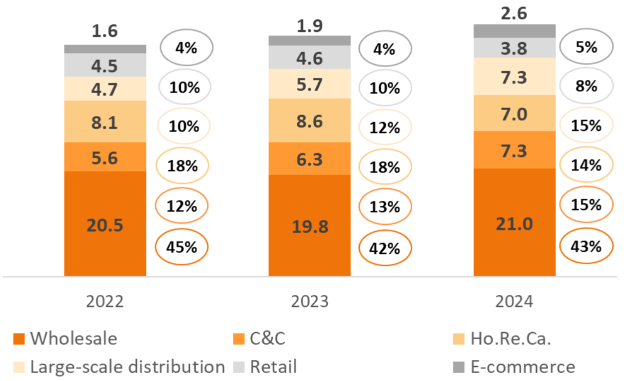
**Total Revenues, YoY Growth and Adj. EBITDA Margin (€mn)**



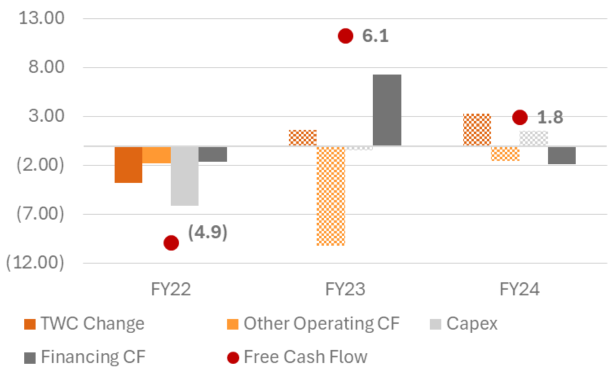

**Revenues by Geographic Area (€mn, %)**



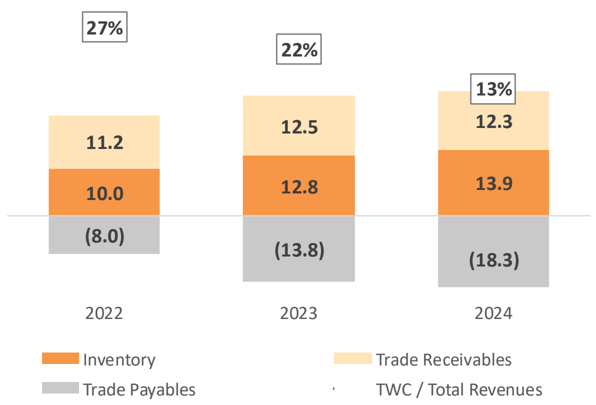

**Domestic Revenues by End-Market (€mn, % on Total)**



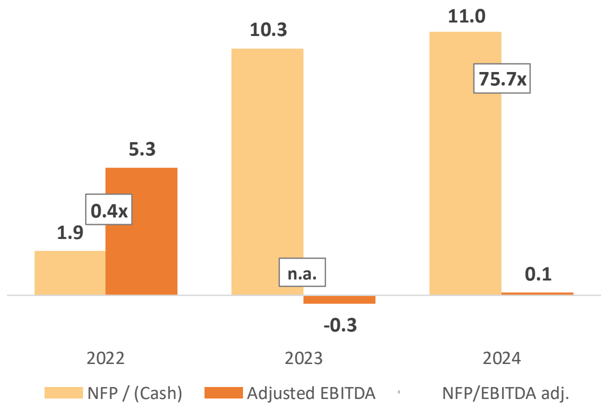

**Cash Flows (€mn)**




**Trade Working Capital (€mn, %)**




**NFP and NFP/EBITDA adj. (€mn)**



## Overview

Compagnia dei Caraibi (CdC), operating since 2008, has established itself as a leading Italian player specialising in the scouting, selection, import, promotion, and distribution of premium and over-premium beverages. The Group currently boasts an exclusive selection of over 1,600 labels, including more than 180 brands, 850 spirits references, and 85 wine references from over 100 wineries and 400 suppliers across 100 countries. These offerings encompass spirits (such as Sabatini Gin, Dictador Rum, Amaro Jefferson), wines (Elemento Indigeno), and craft beers, as well as complementary soft drinks. The Group's distinctive business model in B2B distribution is founded on exclusive national, European, or global agreements for the brands it represents, bringing high competence in brand building activities.

The company distributes through several channels, both direct – retail, HoReCa, large-scale and e-commerce – and indirect – wholesale and Cash&Carry. Beyond distributing third-party products, Compagnia dei Caraibi has also solidified its presence nationally and internationally with its own proprietary and co-proprietary brands. In FY24 these brands accounted for 2.8% of the Group's B2B sales revenue (2.2% in FY23).

Compagnia dei Caraibi listed on the Euronext Growth Milan in July 2021, raising €12mn (plus €1.8mn from the greenshoe option) with a market capitalization of €43.8mn.

A significant evolution in the company's identity is its status as a Società Benefit since July 2021, integrating a positive impact on society and the biosphere into its core purpose, a pioneering move in Italy. Further underscoring this commitment, the Group achieved B Corp certification in July 2023, signifying its adherence to high standards of social and environmental performance.

In the latter half of 2024, with the appointment of a new Board of Directors on 15 July 2024, the Group initiated a significant strategic reorientation. This involved a refocusing on its core B2B and B2C distribution in the premium and over-premium segments, coupled with a strengthening of brand building activities. This strategic pivot was particularly driven by the conclusion of the distribution agreement with Brown-Forman for Gin Mare, Diplomático Rum, and Ford's Gin in April 2025, which was a significant portion of previous revenues (approx..40% FY24 Group Revenues). Key strategic measures undertaken include:

• ***Rationalisation of the participatory portfolio***: This involved the sale of a 50% stake in Compagnia dei Caraibi Deutschland GmbH in December 2024 (reducing its holding to a 25% minority stake) and the sale of 75% in Have Fun S.a.r.l. in January 2025.

• ***New Distribution Agreements:*** Signed exclusive distribution agreements for key brands such as Sabatini Gin and Dictador Rum in March 2024, and the American Beverage Marketers range (Finest Call and Reál Infused Exotics) in March 2025.

• ***Digital Channel Enhancement:*** The launch of the new B2B digital sales platform, Oroboro.it, in May 2025, aims to serve as a partner for commercial agencies and simplify access for Horeca and Retail clients.


*Source: Company Report (2024)*

*Recent developments*

- **Settlement Agreement with Elephant Gin GmbH Sellers (May 27, 2025).** Compagnia dei Caraibi finalized a settlement with the sellers of Elephant Gin GmbH, closing the dispute originally tied to the 2022 acquisition. The agreement set payment at €1.5mn—far below the €7.9mn last tranche payment—and allowed the release of a €3.3mn risk provision, generating a €1.8mn gain for subsidiary Refined Brands S.r.l.

- **Launch of B2B Platform Oroboro.it (May 5, 2025).** Compagnia dei Caraibi launched Oroboro.it, An e-commerce B2B platform, streamlining access to the Group's offerings for Horeca and Retail clients, boosting CdC omnichannel strategy.

- **Exclusive Distribution Agreement with American Beverage Marketers (March 26, 2025).** Compagnia dei Caraibi signed an exclusive agreement to distribute in Italy the Finest Call and Reál Infused Exotics products—cocktail mixers, purees, syrups, and juice blends—produced by U.S. based American Beverage Marketers (company focused on Horeca and culinary preparations). The agreement further strengthens the partnership between the two companies, following the launch of Finest Call and Reál Infused Exotic distribution in Spain in May 2024 through Compagnia dei Caraibi Spain SL.

- **Issuance of €3mn of convertible debt.** In June 2024, CdC communicated that it will issue two convertible bonds, for a principal value of €1.5mn each (for a €3mn total value). The two creditors will be Vecchio Magazzino Doganale Srl (owner of Jefferson and Bergamotto liqueur, among others), and Destillers United Group SL (owner of Saroche Cocuy and Canaima Gin, among others). The bond will bear a 4.8% interest rate with quarterly payment and will expire at the end of 2027. It can be converted at a rate of €3.0 per share before each quarterly payment.

- **Launching two new third-party brands.** In March 2024 CdC announced new exclusive distribution rights for Sabatini Gin and Dictador Rum from April '24, with a contract lasting 5 + 5 yrs renewal for the first, and till the end of 2027 for the latter, both brands belongings to the super-premium plus category. We model c.€1mn revenues from these two brands in FY24E (9 months of distribution), while, at full run-rate (starting from FY25), we estimate that they will contribute to CdC revenues for c.€2.2mn per year, <5% FY25E total group sales.

- **Brow-Forman will integrate the distribution of its brands from May 2025.** In March 2024 CdC communicated that BF will set up its own distribution channel and won't renovate the contract with CdC, expiring at the end of April 2025, for the exclusive distribution rights of Brown-Forman's brands: Gin Mare, Dilomatico Rum, and Fords Gin. This is a major headwind for CdC as Gin Mare and Diplomatico Rum are two of the top three CdC's brands by revenue, accounting together for more than one-third of CdC sales through the years; in FY23E we estimate that Gin Mare and Diplomatico accounted for 21% and 14% of total revenues, respectively, translating to c.€20mn of sales overall, including also Fords gin.

***M&A track record***

- **Liquidation of Ribelli Digitali S.r.l. (May 27, 2025).** As part of a broader effort to streamline and simplify the Group's corporate structure, Compagnia dei Caraibi approved the voluntary liquidation of Ribelli Digitali S.r.l.—a subsidiary active in the communication and marketing sector—transferring its operations and consolidating them under the parent company, Thinking Hat.
- **Sale of a 75% Stake in Have Fun S.a.r.l (January 24, 2025).** Refined Brands S.r.l., a wholly owned subsidiary of CdC, sold a 75% stake in Have Fun S.a.r.l. for €745.5k, paid in cash at the signing date. The acquirers are Globale S.r.l., Unike S.r.l., and Korporate S.r.l., each acquiring 25%. Alessandro Salvano (Have Fun's CEO) retains the remaining 25% stake. The divestment is part of CdC's strategy to exit viticulture investments and focus on distribution and brand development. The transaction was finalized at a valuation of €745.5k. CdC and Have Fun entered a wine supply agreement for 2025–2026, under which Have Fun will continue providing wine for CdC's Elemento Indigeno selection.
- **Divestment of a 50% Stake in CdC Deutschland GmbH (December 18, 2024**). Following Elephant Gin's bankruptcy, CdC announced the sale of its 50% stake in CdC Deutschland GmbH to its CEO, Emanuele Serratore. The German subsidiary was initially established in June 2022 for international expansion and was previously 75% owned by CdC, with Serratore holding 25%. Due to low revenue contribution (~€30k in FY24, ~€60k in FY23), CdC decided to discontinue investments in Germany and focus on Italy, Spain, and the U.S., where it sees stronger growth potential.
- **Elephant Gin's bankruptcy.** In March 2024 CdC announced that Elephant Gin (EG) is in financial distress and at risk of insolvency, caused by a lack of liquidity triggered by poor revenues in 2023 (way below expectations, especially in Germany). CdC consolidated the acquisition of EG just in July 2023 for a total consideration of €15.6mn, with 51.6% of the total stake (€8.0mn) already paid in two tranches. On the 27th of May 2024, CdC communicated that it intends to proceed with EG's bankruptcy procedure, instead of implementing a restructuring plan to recover from the insolvency, and that it expects to be exempt from the payment of the third tranche (€7.6mn, then discounted by 10% at €6.8m due to EG missing revenues target, to be paid by the end of June 2024).

# Sustainability Check

ADVISORY

In collaboration with ADvisory S.r.l.s., we analyzed Compagnia dei Caraibi's ESG themes, focusing only on the aspects that are considered material for Compagnia dei Caraibi.

The purpose of the Sustainability Check in KT&Partners Equity Research Report is to identify the relevant ESG themes that are material for CdC, intending to evaluate risks or opportunities that are not typically identified and valued using traditional financial data. More in detail, the score is calculated based on the presence - in the Sustainability Report - of the information requested by specific ESG Indicators and KPIs. Most of the Indicators used in the Sustainability Check refer to the GRI (Global Reporting Initiative) KPI standards.

From our FY24 analysis it emerges that Compagnia dei Caraibi is strongly focused on ESG themes, particularly: i) Governance recording the highest score (100%) perfectly aligned with the FY23 value; ii) Environmental (84%); and iii) Social (82%).

The most significant actions in FY24 include:

- **Environmental Sustainability**: Reduced natural gas use at the main HQ by switching to heat pumps and improved the use of solar energy with a new storage system. The company also continued to offset carbon emissions and introduced 100% recycled packaging for its own brands.

- **Excellence in Customer Experience**: CdC maintained a high Net Promoter Score (NPS) among its clients. The e-commerce platform of Wereticsoul (dispensa.com) also recorded a high Customer Satisfaction Score (CSAT), reflecting the company's strong focus on service quality and customer experience.

- **Support for Nature and Culture**: Helped protect forest areas through the "Terre di Fuoco – Comunità Resilienti" project and supported cultural events such as Paratissima (Event dedicated to modern art) and the Buscaglione Prize (event dedicated to young musical talents from across Italy).

- **Social Inclusion**: Supported the "TO Housing" project by Associazione Quore, aimed at offering housing and assistance to members of the LGBTQI+ community.

See the full score exhibits in ***Sustainability Score (p.17).***

## Market Update

**The European alcoholic beverage market in 2024 exhibited signs of softening demand.** According to Circana (Market Research Firm), in FY24 the six largest European markets—France, Germany, the Netherlands, Spain, Italy, and the UK—represent a combined market value of approximately €69bn, accounting for 43% of the total beverage industry. However, total volumes declined by 1.1% YoY, driven primarily by contractions in the spirits (–4.4%) and wine (–1.9%) segments. This decline is partly linked to evolving consumer habits, particularly a growing focus on health and wellness. According to IWSR (Market Research Company), the global market for low or no-alcohol products is expected to grow by $4bn by 2028, driven by demand for both alcohol-free alternatives to traditional drinks and options with lower alcohol content.

**Italy recorded more resilient trends.** The domestic spirits market reached €689mn in 2024 (+6.4% YoY), surpassing the pre-pandemic peak levels. However, this value growth is primarily explained by inflation and product premiumization, rather than by an underlying increase in volume consumption. Aperitif-related consumption rose to account for 46% of total spirits occasions, while consumption during dinner and post-dinner periods declined slightly, reflecting consumer sensitivity to rising living costs.

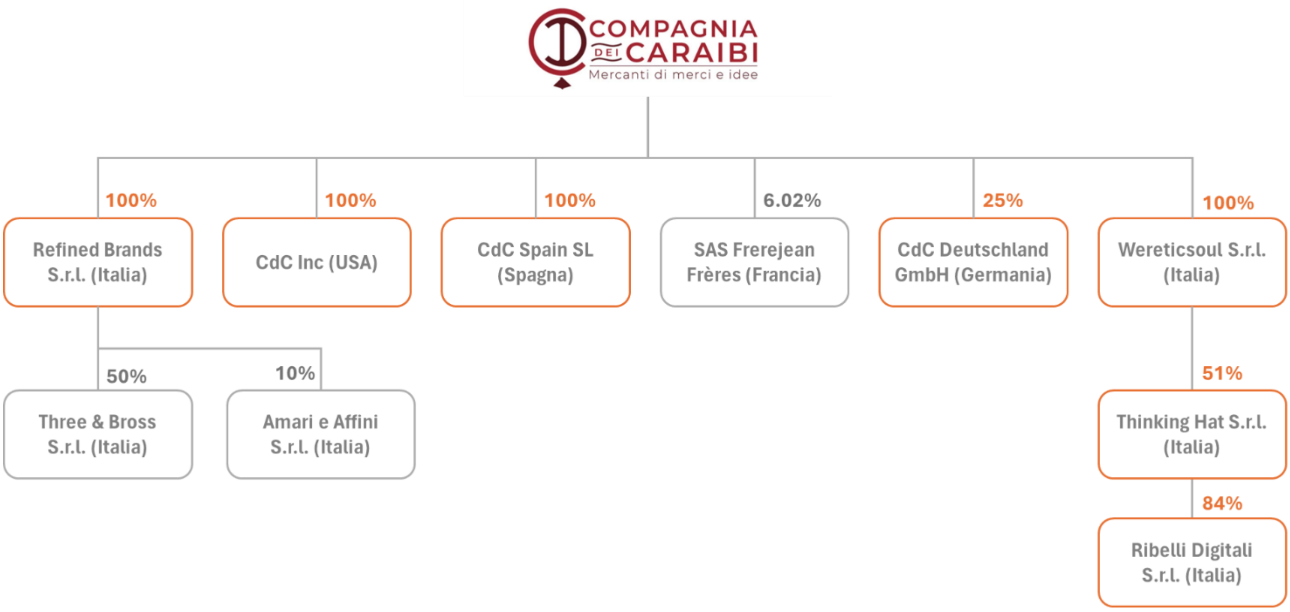
**Ready-to-drink (RTD) cocktails are expected to gain market share.** According to Grand View Research (Market Research Firm), in Italy the RTD segment reached more than €100mn in 2024 and is expected to grow at a CAGR of 15% from 2025 to 2030, reaching a projected value exceeding $300mn. This expansion is part of a broader global trend driven primarily by younger consumers—particularly Millennials and Generation Z—who increasingly favour practical, immediate beverage solutions for both on-premises and at-home consumption.

## Group Structure

Compagnia dei Caraibi S.p.A. is the parent company of the Group and focuses on scouting, brand development, and multichannel distribution in both domestic and international markets. The Group's structure as of June 2025 is as follows:

- **Refined Brands S.r.l. (100%, Italy):** Dedicated to brand development and production of proprietary labels. It holds two subsidiaries: i) Three & Bross S.r.l. (50%, Italy) Joint venture owning the Mr Three & Bros brand (Caribbean Rum); ii) Amari e Affini S.r.l. (10%, Italy) Artisanal producer of premium Italian liqueurs, including the Amaro Manfredi brand.
- **Compagnia dei Caraibi Inc. (100%, USA):** Manages distribution and brand positioning activities in the U.S. market.
- **Compagnia dei Caraibi Spain S.L. (100%, Spain):** Oversees distribution and commercial development in the Spanish market.
- **We r-eticsoul S.r.l. (100%, Italy):** Focused on omnichannel B2C sales, the company manages the Dispensa e-commerce platform (B2C) and manages two physical retail formats: a wine shop in Turin and the Dispensa Wine&Cocktail Bar on Lake Maggiore. It also holds Thinking Hat S.r.l. (51%, Italy) which controls Ribelli Digitali S.r.l. (84%, Italy), both companies operate as marketing and communication agencies servicing partnered brands. As part of the Group's ongoing restructuring process, Ribelli Digitali is being liquidated, and its operations will be integrated into Thinking Hat.
- **Compagnia dei Caraibi Deutschland GmbH (25%, Germany):** Manages distribution and commercial development in the German market.
- **SAS Frerejean Frères (6.02%, France):** equity investment in a French producer of high-end champagnes, held indirectly through the vehicle FJF Participations III.

**Group Structure as of June 2025**




*Source: Company data, KT&Partners' elaboration*

# FY24 Financial Results

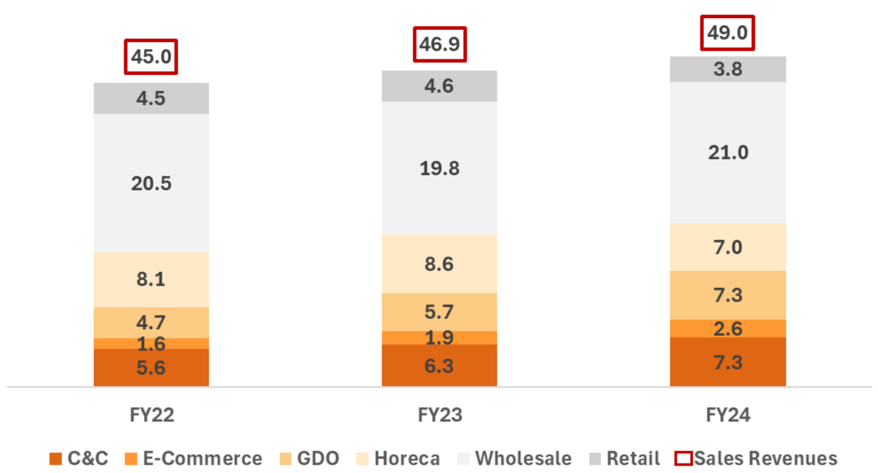
Compagnia dei Caraibi reported FY24 revenues of €59.5mn, up €6.6mn YoY (+12.6%) and 6.3% above our estimates. Growth was driven by: (i) stable performance in the Italian B2B channel (€49mn, +4.5% YoY); (ii) contribution from the new B2C project "Dispensa" (~€0.5mn); (iii) expansion in the Spanish market (€0.5mn, +58% YoY); and (iv) solid improvement in indirect international markets (€1.9mn, +24% YoY), aligned with the Group's internationalization strategy.

Internationally, Spain benefited from a portfolio reshaping in FY24 that included the addition of Finest Call and Reál following an exclusive distribution agreement with American Beverage Marketers, a global leader in premium Horeca and culinary products. These newly introduced brands alone contributed an estimated 15–20 percentage points to Spain's >50% revenue growth. In the U.S., active since 2023, sales declined in H1 but recovered in H2, closing FY24 at ~€0.3mn (+54% YoY), supported by the inclusion of the Bosque Gin brand, already present locally. Conversely, the Group exited the German market by reducing its stake in Compagnia dei Caraibi Deutschland GmbH from 75% to 25%, given its marginal contribution—below 1% of Group revenues excluding Elephant Gin.

In the domestic market, Compagnia dei Caraibi recorded B2B revenues of €49mn in FY24, 4.5% increase YoY. The wholesale segment, accounting for nearly half of total revenues, reported modest growth (+1.3%). Positive results were achieved across several distribution channels, with eCommerce, Cash & Carry, and Large Organized Distribution contributing an additional €3.3mn (+23.5% YoY), supported by the activation of a dedicated commercial unit launched in 2023 to strengthen the Group's presence in these areas. Conversely, the Horeca channel experienced a contraction, with revenues declining from €8.6mn in FY23 to €7mn in FY24 (–21.5% YoY), mainly due to unfavorable weather conditions, particularly in the first half of the year, which negatively influenced consumer demand. The portfolio of exclusive spirits and complementary products remained the core of the company's distribution model, generating €48.4mn, or roughly 98.7% of B2B sales in Italy. Within the spirits category, liqueurs confirm its second position in value after gin and ahead of rum. Meanwhile, the wine category contributed €0.6mn, accounting for 1.3% of B2B sales in Italy.

Other revenues reached €2.6mn in FY24 (vs €0.5mn estimated). The positive increase was primarily driven by the recognition of a €1.8mn gain resulting from the release of a €3.3mn risk provision following the settlement agreement related to the Elephant Gin dispute.

**Domestic Revenues by End-Market (€mn, % on Total)**




*Source: Company data, KT&Partners' elaboration*

EBITDA turned positive at €0.1mn in FY24, compared to –€2.2mn in FY23, but remained €0.8mn below our expectations of €0.9mn. The improvement in profitability is primarily attributable to greater operational efficiency, particularly in service costs, which decreased from 29% to approximately 26% of revenues, amounting to €15.3mn—broadly in line with FY23 in absolute terms. This result is implied by the reduction of external consultancy expenses through the internalization of activities evidenced by a 10% increase in personnel costs to €6.8mn.

The Net Financial Position as of December 2024 stood at €11mn (net debt), showing a slight deterioration compared to €10.3mn at the end of FY23. The €0.7mn YoY debt increase was driven by a i) €2.9mn cash absorption from the Elephant Gin settlement (€1.1mn outflow) and adjustments to the €1.8mn non-cash surplus from the same settlement, ii) €1.3mn in CapEx and iii) €0.5mn in net financial expenses.

This modest deterioration was partially offset by a €3.8mn improvement in Net Working Capital, driven primarily by a €4.9mn increase in trade payables, stemming from substantial pre-orders placed to Brown-Forman (Gin Mare, Diplomatico Rum, Ford's Gin) to cover the remaining months of the FY25 distribution agreement. Additionally, receivables rotation improved (DSO from 86 to 75 days) thanks to larger share of business done with Cash & Carry and GDOs, which have shorter payments time (60 days). As of December 31st, 2024, equity book value decreased to €1.6mn due to the €2mn net loss.

**Income Net Financial Position Bridge FY24-28E (€mn)**

| *€ Million* | FY24 | FY25E | FY26E | FY27E | FY28E |
|---|---|---|---|---|---|
| **EBITDA** | **0.1** | **1.0** | **2.4** | **3.6** | **4.4** |
| Taxes Paid | - | 0.1 | (0.3) | (0.7) | (1.0) |
| Change in TWC | 3.3 | 1.5 | 0.5 | 0.0 | (0.6) |
| Other changes in WC | 0.5 | - | - | - | - |
| Other Adjustments | (2.9) | (0.4) | - | - | - |
| Net financial income (expenses) | (0.5) | (0.4) | (0.4) | (0.2) | (0.2) |
| **Operating Cash Flow** | **0.6** | **1.8** | **2.2** | **2.6** | **2.6** |
| Capex | (1.3) | (0.7) | (0.4) | (0.5) | (0.6) |
| **Free Cash Flow** | **(0.7)** | **1.1** | **1.8** | **2.1** | **2.0** |
| **NFP Increase (decrease)** | **0.7** | **(1.1)** | **(1.8)** | **(2.1)** | **(2.0)** |
| Begin NFP | 10.3 | 11.0 | 9.9 | 8.1 | 6.0 |
| End NFP | 11.0 | 9.9 | 8.1 | 6.0 | 4.0 |

*Source: Company data, KT&Partners' estimates*

**Income Statement**

| € Million | FY22 | FY23 | FY24A | YoY % | FY24E | A vs E |
|---|---|---|---|---|---|---|
| Net Sales Revenues | 48.4 | 52.3 | 56.9 | 8.8% | 55.5 | 2.6% |
| Other Revenues | 1.3 | 0.5 | 2.6 | n.m. | 0.5 | n.m. |
| **Total Revenues** | **49.7** | **52.8** | **59.5** | **12.6%** | **56.0** | **6.3%** |
| *Growth %* | *32.1%* | *6.2%* | *12.6%* | | *5.9%* | |
| COGS | (27.8) | (29.6) | (34.5) | 16.6% | (32.2) | 7.1% |
| **Gross Profit** | **22.0** | **23.3** | **25.0** | **7.4%** | **23.8** | **5.1%** |
| *Gross Margin* | *44.2%* | *44.0%* | *42.0%* | | *42.5%* | |
| Cost of Services | (11.5) | (15.4) | (15.3) | -0.3% | (15.4) | -0.3% |
| Cost of leasing | (1.2) | (1.6) | (1.7) | 9.4% | (1.2) | 44.8% |
| Personnel expenses | (3.9) | (6.2) | (6.8) | 10.4% | (5.8) | 18.6% |
| Other costs | (0.7) | (2.3) | (1.0) | -58.8% | (0.5) | 91.7% |
| **EBITDA** | **4.7** | **(2.2)** | **0.1** | **n.m.** | **0.9** | **-84.6%** |
| *EBITDA Margin* | *9.4%* | *-4.2%* | *0.2%* | | *1.7%* | *-85.5%* |
| *Growth %* | *-4.7%* | *n.m.* | *-106.6%* | | *-142.8%* | |
| **EBITDA Adjusted** | **5.3** | **(0.3)** | **0.1** | **n.m.** | **0.9** | **-84.6%** |
| *EBITDA Adj. Margin* | *10.8%* | *-0.7%* | *0.2%* | | *1.7%* | |
| D&A and Provisions | (1.4) | (5.1) | (2.4) | -52.2% | (1.5) | 65.2% |
| **EBIT** | **3.2** | **(5.4)** | **(2.3)** | **-58.0%** | **(0.5)** | **n.m.** |
| *EBIT margin* | *6.5%* | *-10.2%* | *-3.8%* | | *-0.9%* | |
| **EBIT Adjusted** | **3.9** | **(8.7)** | **(2.3)** | **-74.1%** | **(0.5)** | **n.m.** |
| Financial Income and Expenses | (0.1) | (0.6) | (0.4) | -39.4% | (0.6) | -34.9% |
| **EBT** | **3.1** | **(13.3)** | **(2.7)** | **-80.1%** | **(1.1)** | **n.m.** |
| Taxes | (1.1) | 0.0 | 0.5 | n.m. | 0.1 | n.m. |
| *Tax Rate* | *-35.3%* | *-0.3%* | *-19.4%* | | *10.0%* | |
| **Net Income** | **2.0** | **(13.3)** | **(2.1)** | **-83.9%** | **(1.0)** | **n.m.** |
| *Net margin* | *4.1%* | *-25.2%* | *-3.6%* | | *-1.8%* | |
| **Net Income Adjusted** | **2.5** | **(26.1)** | **(2.1)** | **-91.8%** | **(1.0)** | **n.m.** |
| *Net margin* | *5.1%* | *-49.4%* | *-3.6%* | | *-1.8%* | |

*Source: Company data, KT&Partners' elaborations*

**Balance Sheet**

| € Million | FY22 | FY23 | FY24A | Delta | FY24E | Delta |
|---|---|---|---|---|---|---|
| Intangible | 6.0 | 3.8 | 3.6 | (0.2) | 4.3 | (0.7) |
| Tangible | 1.4 | 2.3 | 1.9 | (0.5) | 1.8 | 0.1 |
| Financial Assets | 1.3 | 0.9 | 1.4 | 0.5 | 0.9 | 0.5 |
| **Fixed Assets** | **8.7** | **7.1** | **6.9** | **(0.2)** | **7.1** | **(0.2)** |
| Trade receivables | 11.2 | 12.5 | 12.3 | (0.2) | 13.0 | (0.8) |
| Inventory | 10.0 | 12.8 | 13.9 | 1.1 | 13.7 | 0.2 |
| Trade Payables | 8.0 | 13.7 | 18.3 | 4.6 | 15.4 | 2.9 |
| **Trade Working Capital** | **13.2** | **11.6** | **7.9** | **(3.7)** | **11.3** | **(3.4)** |
| Other assets and liabilities | (1.1) | (0.2) | (0.5) | (0.2) | (0.2) | (0.3) |
| **Net Working Capital** | **12.1** | **11.3** | **7.4** | **(3.9)** | **11.1** | **(3.7)** |
| **Other Provisions** | **(0.6)** | **(4.6)** | **(1.7)** | **2.8** | **(4.6)** | **2.8** |
| **Net Capital Employed** | **20.2** | **13.9** | **12.6** | **(1.3)** | **13.6** | **(1.0)** |
| Group shareholders' equity | 18.3 | 3.6 | 1.6 | (2.0) | 3.7 | (2.1) |
| **Total shareholders' equity** | **18.3** | **3.6** | **1.6** | **(2.0)** | **3.7** | **(2.1)** |
| Short-term debt / Cash (-) | (4.8) | (0.9) | 1.9 | 2.9 | (1.2) | 3.1 |
| Long-term liabilities | 6.7 | 11.3 | 9.0 | (2.2) | 11.1 | (2.0) |
| **Net Financial Position** | **1.9** | **10.3** | **11.0** | **0.7** | **9.9** | **1.1** |
| **Sources** | **20.2** | **13.9** | **12.6** | **(1.3)** | **13.6** | **(1.0)** |

*Source: KT&Partners' elaborations on Company Data*

## Change in Estimates

Following the FY24 results, we have revised our forecasts with a more cautious stance on CdC's profitability dynamics.

Despite the FY24 revenue exceeding expectations, we are leaving our FY25 revenue forecasts broadly unchanged to account for lower revenues than previously expected from Brown-Forman brands (c.40% Group Net Revenues in FY24) in the first months of the year till the end of the distribution partnership at the end of April (leading to the c.25% revenue drop YoY forecasted in FY25E).

On the other hand, we have slightly raised our topline projections from FY26 onward, now forecasting total revenues of €55.2mn by FY28E, supported by sustained international expansion—particularly in the Spanish and U.S. markets—and the continued onboarding of new partner brands.

In terms of profitability, FY24 recorded higher-than-expected personnel expenses, leading us to revise upward our FY25E personnel cost assumptions compared to previous estimates. This increase reflects the internalization of resources and consultants aimed at optimizing the cost structure, as already evidenced by the lower incidence of service costs in FY24. As a result, we have revised our FY25E Adj. EBITDA forecast to €1.0mn, with a margin of 2.3%, down from our previous estimate of €1.9mn and a 4.3% margin.

Profitability is expected to gradually improve, supported by: i) a targeted workforce reduction of 6–7 employees implemented in 1H25; ii) the discontinuation of BF brand distribution, which had negatively impacted gross margins due to lower associated fees; iii) the growing contribution of proprietary brands with higher profitability; and iv) improvement in profitability from CdC's subsidiaries in Spain and the U.S., which are still in a ramp-up phase. We now forecast EBITDA to reach €4.4mn by FY28E, with margins expected to gradually recover to 8.0%. At the bottom line, we revised our FY25 net profit estimate to –€0.4mn (vs. previous positive €0.2mn), with net income projected to reach €2.4mn by FY28E.

On the balance sheet side, we project a Net Financial Position (NFP) of €9.9mn by FY25E—an improvement of €1.1mn YoY—driven by: (i) €1.0mn in FY25E EBITDA generation; (ii) €0.4mn in net interest expenses; (iii) €1.5mn of additional cash release from Trade Working Capital, supported by a reduction in inventories and further cuts in receivables; (iv) €0.7mn in capex; and (v) a €0.4mn final payment related to the Elephant Gin settlement.

### Change in Estimates

| € Millions | 2023A Actual | 2024E Old | 2024A Actual | Delta Old vs A | 2025E Old | 2025E New | Delta Old vs A | 2026E Old | 2026E New | Delta Old vs A | 2027E Old | 2027 New | Delta Old vs A | 2028 New | CAGR 2024-28E |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Total Revenues** | **52.8** | **56.0** | **59.5** | **6.3%** | **44.5** | **44.9** | **0.8%** | **43.6** | **45.4** | **3.9%** | **48.8** | **50.9** | **4.3%** | **55.2** | **-1.8%** |
| *YoY Change (%)* | *6.2%* | *5.9%* | *12.6%* | | *-20.5%* | *-24.6%* | | *-1.9%* | *1.1%* | | *11.7%* | *12.1%* | | *8.6%* | |
| **EBITDA Adj.** | **(0.3)** | **0.9** | **0.1** | **-84.6%** | **1.9** | **1.0** | **-45.9%** | **3.3** | **2.4** | **-29.3%** | **4.6** | **3.6** | **-23.0%** | **4.4** | **134.8%** |
| *YoY Change (%)* | *n.m.* | *n.m.* | *n.m.* | | *101.8%* | *610.0%* | | *74.8%* | *128.6%* | | *38.7%* | *50.9%* | | *24.1%* | |
| *EBITDA Margin* | *-4.2%* | *1.7%* | *0.2%* | *-1.4%* | *4.3%* | *2.3%* | *-2.0%* | *7.6%* | *5.2%* | *-2.4%* | *9.5%* | *7.0%* | *-2.5%* | *8.0%* | |
| **EBIT Adj.** | **(2.0)** | **(0.5)** | **(2.3)** | **n.m.** | **0.7** | **(0.1)** | **n.m.** | **2.1** | **1.3** | **-36.5%** | **3.4** | **2.7** | **-21.8%** | **3.6** | **n.a.** |
| *YoY Change (%)* | *n.m.* | *n.m.* | *n.m.* | | *n.m.* | *n.m.* | | *211.0%* | *n.m.* | | *61.4%* | *98.9%* | | *35.1%* | |
| *EBIT Margin* | *-13.7%* | *-0.9%* | *-3.8%* | | *1.5%* | *-0.1%* | | *4.8%* | *3.0%* | | *7.0%* | *5.2%* | | *6.5%* | |
| **Net Income Adj** | **(2.4)** | **(1.0)** | **(2.1)** | **n.m.** | **0.2** | **(0.4)** | **n.m.** | **1.3** | **0.7** | **-48.1%** | **2.3** | **1.7** | **-24.8%** | **2.4** | **n.a.** |
| *YoY Change (%)* | *n.m.* | *n.m.* | *n.m.* | | *n.m.* | *n.m.* | | *696.6%* | *n.m.* | | *77.7%* | *157.5%* | | *41.4%* | |
| *Net Margin* | *-4.5%* | *-1.8%* | *-3.6%* | | *0.4%* | *-0.9%* | | *2.9%* | *1.5%* | | *4.6%* | *3.4%* | | *4.4%* | |
| **NFP/ (Cash)** | **10.3** | **9.9** | **11.0** | **1.1** | **7.7** | **9.9** | **2.2** | **5.9** | **8.1** | **2.2** | **4.1** | **6.0** | **1.9** | **4.0** | |
| *YoY Change (€mn)* | *8.4* | *(0.4)* | *0.7* | | *(2.2)* | *(1.1)* | | *(1.8)* | *(1.8)* | | *(1.8)* | *(2.1)* | | *(2.0)* | |

*Source: Company data, KT&Partners' estimates*

# Valuation

We value CdC using: i) DCF with WACC at 11.3% and terminal growth rate at 1.0%, resulting in a DCF-based fair value at €0.74ps; ii) Multiples, using the median from distributor peers EV/Sales multiples between 2025 and 2026 (0.6x across period), resulting in a multiples-based fair value at €0.55ps. We average between the two methodologies (equal weight) to get to our comprehensive fair valuation at €0.65ps (previously €0.68ps). The slight downward revision in our target price reflects the cut in near-term earnings estimates, partially offset by the improved topline outlook, supported by new partnerships with established brands and an acceleration in international expansion, particularly in Spain and the U.S.

Note that we've adjusted the NFP to include the remaining €0.4mn cash outflow related to the Elephant Gin settlement, which is expected to be paid in FY25.

We maintain our ADD rating, considering the potential for further developments, particularly through the Group's international expansion and the addition of new brands to its distribution portfolio, aimed at offsetting the top-line impact from the termination of BF distribution agreements.

**Valuation Recap**

| | Equity Value (€mn) | Value per share (€) |
|---|---|---|
| EV/Sales | 8.0 | 0.55 |
| DCF | 10.7 | 0.74 |
| **Average** | **9.4** | **0.65** |

*Source: FactSet, KT&Partners' elaboration*

## DCF Valuation

Our four-year DCF model, is based on 18.4% cost of equity, 6.0% cost of debt, and a D/E ratio of 100%. The cost of equity is a function of the risk-free rate of 3.7% (last 3M average of Italian 10y BTP), 5.4% equity risk premium (Damodaran country risk premium for Italy), and a premium for size and liquidity of 10.9% (source: Duff&Phelps). We, therefore, obtained 11.3% WACC (previously 10.9%). We based our valuation on 14.5mn shares.

We discounted 2025E–28E annual cash flows and considered a terminal growth rate of 1.0%; then we carried out a sensitivity analysis on the terminal growth rate (+/- 0.25%) and on WACC (+/- 0.25%). Our resulting value per share is €0.74ps (previously €0.68ps).

**DCF Valuation**

| € Thousands | 2025E | 2026E | 2027E | 2028E |
|---|---|---|---|---|
| **EBIT** | **(66)** | **1,340** | **2,665** | **3,602** |
| - Taxes on EBIT | 20 | (402) | (800) | (1,081) |
| **NOPAT** | **(46)** | **938** | **1,866** | **2,521** |
| + Provisions | - | - | - | - |
| + D&A | 1,098 | 1,018 | 895 | 816 |
| + Other Value adjustments | - | - | - | - |
| **Net operating cash flow** | **1,052** | **1,956** | **2,760** | **3,337** |
| -/+ Change in working capital | 1,457 | 507 | 38 | (578) |
| - CAPEX | (700) | (400) | (500) | (600) |
| **Free Cash Flow** | **1,809** | **2,063** | **2,298** | **2,159** |
| ***Growth rate (g)*** | ***1.0%*** | | | |
| ***WACC*** | ***11.3%*** | | | |
| **FCF discounted** | **1,712** | **1,754** | **1,756** | **1,482** |
| Discounted Cumulated FCFO | 6,704 | | | |
| Terminal Value | 21,181 | | | |
| Discounted TV | 14,536 | | | |
| **Enterprise Value** | **21,239** | | | |
| NFP FY24A adjusted | 11,395 | | | |
| Minorities FY24 | (877.2) | | | |
| **Equity Value** | **10,722** | | | |
| # shares (thousands) | 14,478 | | | |
| **Value per share (€)** | **0.74** | | | |

*Source: Company data, KT&Partners' elaboration*

**Sensitivity Analysis (€mn, %)**

| *€ Millions* | | WACC | | | | |
|---|---|---|---|---|---|---|
| | | 11.8% | 11.5% | 11.3% | 11.0% | 10.8% |
| Terminal growth Rate | 0.5% | 9.1 | 9.5 | 10.0 | 10.4 | 10.9 |
| | 0.8% | 9.4 | 9.9 | 10.3 | 10.8 | 11.3 |
| | 1.0% | 9.8 | 10.2 | 10.7 | 11.2 | 11.8 |
| | 1.3% | 10.1 | 10.6 | 11.1 | 11.7 | 12.2 |
| | 1.5% | 10.5 | 11.0 | 11.5 | 12.1 | 12.7 |

*Source: Company data, KT&Partners' elaboration*

## Market Multiples Valuation

Our Multiples valuation is based on the median 2025-26E EV/Sales (0.6x across the period) and on our 2025–26 estimates of CdC's Sales. We based our valuation on 14.5mn shares and a 25% liquidity/size discount, ending up with a value of €0.55ps.

**Local F&B Peer Comparison – Market Multiples 2024–26E**

| Company Name | Exchange | Market Cap | Avg. Last 3 Yrs EBITDA Margin | EV/SALES 2024 | EV/SALES 2025 | EV/SALES 2026 | EV/EBITDA 2024 | EV/EBITDA 2025 | EV/EBITDA 2026 | P/E 2024 | P/E 2025 | P/E 2026 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| C&C Group Plc | London | 743 | 6.4% | 0.6x | 0.6x | 0.5x | 8.4x | 8.2x | 7.8x | 17.0x | 16.0x | 14.1x |
| Hawesko Holding SE | XETRA | 222 | 7.5% | 0.6x | 0.6x | 0.6x | 9.1x | 7.0x | 6.6x | 17.9x | 14.4x | 12.7x |
| Italian Wine Brands S.p.A. | Milan | 199 | 10.0% | 0.7x | 0.7x | 0.7x | 5.9x | 5.5x | 5.3x | 8.3x | 8.0x | 7.6x |
| Longino & Cardenal SpA | Milan | 8 | 0.2% | 0.4x | 0.4x | 0.3x | 18.3x | 10.7x | 8.6x | n.m | 13.4x | 13.4x |
| Marie Brizard Wine & Spirits SA | Euronext Paris | 361 | 7.4% | 1.7x | 1.6x | 1.6x | 20.5x | 22.1x | 21.1x | 35.9x | 46.1x | 40.4x |
| MARR SpA | Milan | 602 | 5.0% | 0.4x | 0.4x | 0.4x | 7.4x | 7.1x | 6.4x | 14.4x | 12.8x | 11.2x |
| **Average peer group** | | **356** | **6.1%** | **0.7x** | **0.7x** | **0.7x** | **11.6x** | **10.1x** | **9.3x** | **18.7x** | **18.5x** | **16.6x** |
| **Median peer group** | | **291** | **6.9%** | **0.6x** | **0.6x** | **0.6x** | **8.7x** | **7.7x** | **7.2x** | **17.0x** | **13.9x** | **13.1x** |
| **Compagnia dei Caraibi S.p.A.** | **Milan** | **5** | **3.4%** | **0.3x** | **0.3x** | **0.3x** | **n.m.** | **14.7x** | **6.4x** | **n.m.** | **n.m.** | **7.0x** |

*Source: FactSet, KT&Partners' elaboration*

**Multiple Valuation – EV/Sales**

| **Multiple Valuation (€mn)** | **2025E** | **2026E** |
|---|---|---|
| EV/Sales Comps | 0.6x | 0.6x |
| CdC Sales | 44.9 | 45.4 |
| **Enterprise value** | **26.1** | **25.7** |
| **Average Enterprise Value** | **25.9** | |
| *Size/Liquidity Discount* | *25%* | |
| **Enterprise Value Post-Discount** | **19.4** | |
| Compagnia dei Caraibi S.p.A. FY24 Net Debt Adj | 11.4 | |
| **Equity Value** | **8.0** | |
| *Number of shares (mn)* | 14.5 | |
| **Value per Share €** | **0.55** | |

*Source: Company data, KT&Partners' elaboration*

## Peer Comparison

In order to define CdC's peer sample, we carried out an in-depth analysis of Italian and internationally listed companies active in the premium food and beverage sector. In selecting potential peers, we consider CdC's offering and revenue mix, business model, growth, and profitability profile. The selected peers are mainly local and smaller companies operating in the production and distribution of food, spirits, and wine:

- **C&C Group Plc (CCR-GB):** listed on the London Stock Exchange with a market capitalization of €0.7bn, C&C Group engages in the manufacturing, marketing, and distribution of branded beer, cider, wine, soft drinks, and bottled water. It operates through the following geographical segments: Ireland, Great Britain, and International. Among its most well-known brands are Bulmers, Magners, Tennent's, Clonmel 1650, Heverlee, Roundstone Irish Ale, Finches, and Tipperary Water. The company reached €1.6bn of revenues in FY24 and ~80% of were generated through the distribution of third-party beverage products, primarily within its Wholesale and Distribution division.
- **Hawesko Holding AG (HAW-DE):** listed on the XETRA (Germany) Stock Exchange with a market capitalization of €0.2bn, Hawesco Holding distributes wines, champagnes, and other alcoholic drinks (spirits) to consumers and resellers. It operates through the following segments: Retail, Business-to-Business (B2B), E-commerce, and Miscellaneous. The company's E-commerce channel is well developed, representing ca. 40% of revenues. In FY24, the company recorded €0.6bn in revenues, entirely derived from the distribution of third-party products.
- **Italian Wine Brands SpA (IWB-IT):** listed on the Borsa Italiana with a market capitalization of €0.2bn, Italian Wine Brands produces and distributes wines. It operates through the following segments: Giordano, which operates through its subsidiary Giordano Vini SpA, manufacturing, and distance-selling wine as well as some food products through export channels; and the Provinco segment, which operates through the company's subsidiary Provinco Italia SpA and specializes in the production and international mass and organized distribution of its wines. In FY24, the company reported €0.4bn in revenues, primarily generated from the distribution of wines produced in-house.
- **Longino & Cardenal SpA (LON-IT):** listed on the Borsa Italiana with a market capitalization of €8mn, Longino & Cardenal provides products for catering. The company is one of Italy's leading "food globetrotters," continually searching for the best raw materials in order to satisfy new trends in the behavior of consumers, who are looking for products of excellence that until now have been reserved only for restaurants and hotels and make the products available to all gourmet enthusiasts. In FY24, the company generated €37mn in revenues, entirely from the distribution of third-party premium beverage and food products.
- **Marie Brizard Wine & Spirits SA (MBWS-FR):** listed on Euronext Paris with a market capitalization of €0.4bn, the company produces and distributes wines and spirits in Europe and in the US. Its product offer includes vodka, whisky, other spirits, and wines; some of its most relevant brands are Krupnik, William Peel, and Sobieski. In 2024, Marie Brizard posted €0.2bn in revenues, mainly driven by the distribution of its proprietary brand portfolio.
- **MARR SpA (MARR-IT):** listed on the Borsa Italiana with a market capitalization of €0.6bn, MARR specializes in distribution of food products for out-of-home or food-service consumption. It operates through the following business sectors: Street Market, National Account, and Wholesale. The company distributes its products – groceries, seafood, meat, fruit and vegetables, and equipment – to the HoReCa businesses and to canteens. In FY24, the company achieved €2.1bn in revenues, fully attributable to the distribution of foodservice products sourced from third-party suppliers.

# Sustainability Score

**Sustainability Check - Environment Score (%)**

| MATERIAL ASPECTS | ENVIRONMENT | PRESENCE OF INFORMATION OR INDICATOR | KPI TREND | SCORE |
|---|---|---|---|---|
| **YES** | **RAW MATERIALS AND MATERIALS** | | | |
| | Materials used (renewable, on-renewable) | YES | | |
| | KPI - % raw materials or materials from recycling or reuse | YES | - | |
| **YES** | **ENERGY** | | | |
| | Energy consumption within the organization | YES | | |
| | KPI - % of energy consumed from renewable sources | YES | POSITIVE | |
| | Reduction of energy consumption | YES | | |
| | KPI - Energy intensity index [GJ/h] | YES | POSITIVE | |
| | Energy consumption outside the organization | YES | | |
| **NO** | **WATER** | | | |
| | Water withdrawals by source | NO | | |
| | Water discharges by destination | NO | | |
| | Water consumptions | NO | | |
| | KPI - Water withdrawals per hour worked or unit of product | NO | - | |
| **YES** | **WASTE** | | | |
| | Waste generated | YES | | |
| | Waste directed to disposal | YES | | |
| | Waste diverted from disposal | YES | | |
| | KPI - Waste per hour worked or unit of product | NO | - | |
| | KPI - % of waste recycled or recovered on total waste | YES | POSITIVE | |
| **YES** | **GREENHOUSE GAS EMISSIONS** | | | |
| | Direct GHG emissions (scope 1) | YES | | |
| | Indirect GHG emissions (scope 2) | YES | | |
| | Indirect GHG emissions (scope 3) | YES | | |
| | Reduction of greenhouse gas emissions | YES | | |
| | KPI - Emission intensity indices (scope 1,2,3) | YES | NEGATIVE | |
| **NO** | **AIR EMISSIONS** | | | |
| | Emissions of ozone-depleting substances | NO | | |
| | Other harmful emissions (NOX, SOX, CO, Dust, SOV, VOC) | NO | | |
| **NO** | **BIODIVERSITY** | | | |
| | Operational sites in (or near) protected or high-biodiversity areas | NO | | |
| | Significant impacts on biodiversity | NO | | |
| | | | **TOTAL** | **84%** |

*Note: The score is calculated on a percentage basis and each dot represents 20%.*
*Note: The score is powered by ADvisory S.r.l.s*

### Sustainability Check - Social Score (%)

| MATERIAL ASPECTS | SOCIAL | PRESENCE OF INFORMATION OR INDICATOR | KPI TREND | SCORE |
|---|---|---|---|---|
| YES | **EMPLOYEMENT** | | | |
| | Employees and workers who are not employees | YES | | |
| | New employee hires and employee turnover | YES | | |
| | Benefits provided to employees | YES | | |
| YES | **OCCUPATIONAL HEALTH AND SAFETY** | | | |
| | Occupational health and safety management system | YES | | |
| | Occupational health services | YES | | |
| | Work-related injuries | YES | POSITIVE | |
| | Work-related ill health | YES | POSITIVE | |
| YES | **TRAINING AND EDUCATIIONS** | | | |
| | Programs for upgrading employee skills | YES | | |
| | Average hours of training per year per employee | YES | POSITIVE | |
| | Percentage of employees receiving regular performance and career development reviews | NO | - | |
| YES | **DIVERSITY AND EQUAL OPPORTUNITY** | | | |
| | Diversity of management and employees | YES | | |
| | Ratio of basic salary and remuneration of women to men | YES | - | |
| | Incidents of discrimination and corrective actions taken | YES | POSITIVE | |
| YES | **HUMAN RIGHTS** | | | |
| | Operations and suppliers at significant risk for incidents of compulsory or child labor | YES | | |
| | Incidents of violations involving human rights | YES | POSITIVE | |
| YES | **CUSTOMER HAEALTH AND SAFETY** | | | |
| | Assessment of the health and safety impacts of product and service categories | YES | | |
| | Incidents of non-compliance concerning the health and safety impacts of products and services | YES | POSITIVE | |
| YES | **MARKETING AND LABELLING** | | | |
| | Requirements for product and service information and labeling | YES | | |
| | Incidents of non-compliance concerning product and service information and labeling | YES | POSITIVE | |
| | Incidents of non-compliance concerning marketing communications | YES | POSITIVE | |
| NO | **CUSTOMER PRIVACY** | | | |
| | Substantiated complaints concerning breaches of customer privacy and losses of customer data | NO | - | |
| YES | **LOCAL COMMUNITIES** | | | |
| | Operations with local community engagement, impact assessments, and development programs | YES | | |
| | Direct economic value generated and distributed to local communities | YES | POSITIVE | |
| | | | **TOTAL** | **82%** |

*Note: The score is calculated on a percentage basis and each dot represents 20%.*
*Note: The score is powered by ADvisory S.r.l.s*

## Sustainability Check - Governance Score (%)

| MATERIAL ASPECTS | GOVERNANCE | PRESENCE OF INFORMATION OR INDICATOR | KPI TREND | SCORE |
|---|---|---|---|---|
| **YES** | **CORPORATE GONERNANCE** | | | |
| | Governance structure and composition | YES | | |
| | Presence of Independent members of the Highest Government Body | YES | | |
| | Diversity of the highest governace body | YES | | |
| | Nomination and selection of the highest governance body | YES | | |
| | Role of the highest governance body in overseeing the management of impacts and in sustainability reporting | YES | | |
| | Delegation of responsibility for managing impacts | YES | | |
| | The processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated | YES | | |
| | Communication of critical concerns to the highest governance body | YES | | |
| | Evaluation of the performance of the highest governance body | YES | | |
| | Remuneration policies for members of the highest governance body and senior executives | YES | | |
| | Annual total compensation ratio | YES | | |
| | Change in the annual total compensation ratio | YES | POSITIVE | |
| **YES** | **SUSTAINABILITY STARTEGY, POLICY AND PRACTICES** | | | |
| | Statement on sustainable development strategy from the highest governance body or most senior executive | YES | | |
| | Sustainability policy commitments and embedding | YES | | |
| | Mechanisms for seeking advice and raising concerns and processes to remediate negative impacts | YES | | |
| | Compliance with laws and regulations | YES | POSITIVE | |
| | Membership associations | YES | | |
| **YES** | **STAKEHOLDER ENGAGEMENT** | | | |
| | Approach to stakeholder engagement | YES | | |
| | Collective bargaining agreements | YES | | |
| **YES** | **VALUE CHAIN** | | | |
| | Description of the value chain | YES | | |
| | New suppliers that were screened using ESG criteria | YES | - | |
| | | | **TOTAL** | **100%** |

*Note: The score is calculated on a percentage basis and each dot represents 20%.*

*Note: The score is powered by ADvisory S.r.l.s*

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