



TREASURY WINE ESTATES

19 August 2021

ASX ANNOUNCEMENT

TWE 2021 Fact Book

Treasury Wine Estates Limited (ASX:TWE) is pleased to present its updated Fact Book for 2021.

The Fact Book aims to enhance external understanding of TWE's global business by providing the investment community and other interested parties with access to an official information source in relation to TWE's business model, strategy, investment framework and financial performance. The Fact Book is updated annually and re-issued after each full year results announcement.

For the purposes of ASX Listing Rule 15.5, TWE confirms that this document has been authorised for release to the market by the Board.

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TREASURY WINE ESTATES

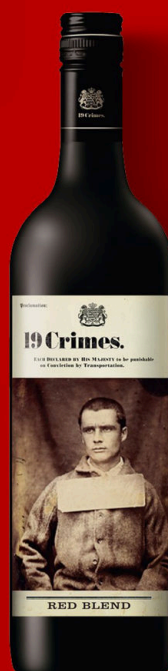
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TREASURY WINE ESTATES

FACT BOOK



TREASURY
WINE ESTATES





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LAST UPDATED: 19 August 2021

The information contained in this Fact Book is intended to be a general summary of Treasury Wine Estates Limited, ABN 24 004 373 862 (TWE) and its subsidiaries and related bodies corporate (TWE Group) and their activities as at 30 June 2021 or otherwise as at the date specified in the relevant information and does not purport to be complete in any respect. The information in this document is not advice about shares in TWE (or any other financial product), nor is it intended to influence, or be relied upon by, any person in making a decision in relation to TWE shares (or any other financial product). The information in this Fact Book does not take into account the objectives, financial situation or needs of any particular individual.

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In compliance with ASIC Regulatory Guide 230, TWE is required to make a clear statement about whether information disclosed in documents other than the financial report has been audited or reviewed in accordance with Australian Auditing Standards. The Fact Book is unaudited, and notwithstanding this contains disclosures which are extracted or derived from historical financial statements, which have been audited by the TWE Group's Independent Auditor.



TREASURY
WINE ESTATES

1. Treasury Wine Estates Overview



1.1 Group Summary

Treasury Wine Estates (TWE) is a premium focused, global leader in wine with strong positions in key global markets, supported by an unrivalled global footprint, business model, award-winning premium brand portfolio and a talented global team of over 2,600 people. Listed on the Australian Securities Exchange, TWE had a market capitalisation of \$8.4bn at 30 June 2021 which has grown from \$2.2bn since listing in May 2011.

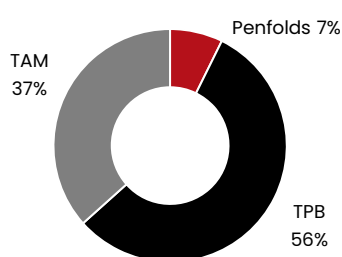
TWE's ambition is to be the **world's most admired premium wine company**. As the custodian of some of the world's most trusted premium wine brands from some of the most iconic wine-making regions, TWE recognises the role it plays in shaping a positive future for everyone who touches the business and its products, and is committed to creating long-term value by being sustainable in everything it does.

TWE's global distribution platform, which features competitively advantaged and differentiated routes to market, supports sales in over 70 countries across three standalone brand portfolio divisions – Penfolds, Treasury Premium Brands (TPB) and Treasury Americas (TAM). Supporting the brand portfolio divisions are the Supply, Treasury Business Solutions and Corporate functions, key enablers to ensuring TWE leverages the scale of its global business model.

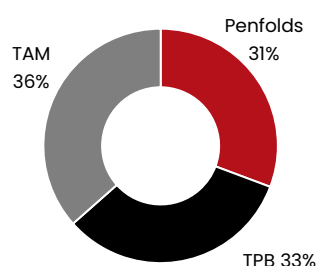
Supported by attractive category fundamentals across its key markets, TWE's premiumisation journey has been a long-term strategic focus which has delivered strong financial performance and one that continues to gain momentum, as measured by the contribution of its Luxury and Premium portfolios¹ which now represent over 80% of global revenue², up from below 50% in 2015.

At the heart of the business is TWE's global, multi-regional sourcing model which includes world class vineyard and production assets in internationally acclaimed wine-making regions including the Barossa Valley in Australia, the Napa Valley in the United States, Marlborough in New Zealand, Bordeaux in France and Tuscany in Italy.

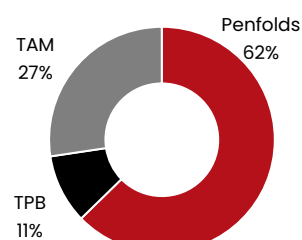
F21 Sales Volume by division



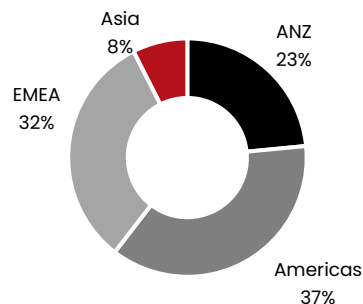
F21 NSR by division



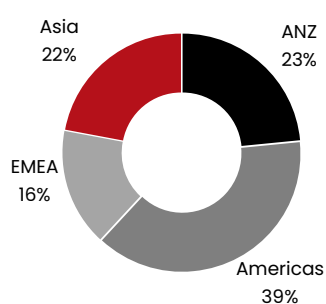
F21 EBITs³ by division



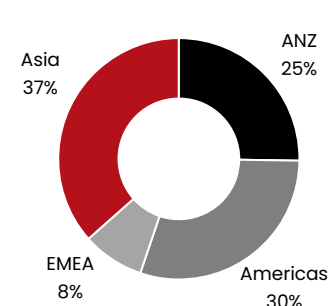
F21 Sales Volume by geography



F21 NSR by geography



F21 EBITs³ by geography



¹ TWE participates in three segments: Luxury (A\$30+), Premium (A\$10-A\$30) and Commercial (below A\$10). Segment price points are retail shelf prices.

² Pro-forma, adjusted for US Commercial portfolio brands divested in March 2021

³ Excludes corporate costs of \$52.7 million

1.2 Long-term Investment Case

TWE's long-term investment case comprises five key elements that are expected to be a driver of future performance and the delivery of TWE's long-term Group EBITs margin target of 25% and higher:

- Attractive premium wine category fundamentals, with growing premium wine consumption continuing to drive category volume and value growth across all key markets;
- An unrivalled portfolio of well-known and trusted premium wine brands spanning consumer tastes, consumption occasions and price points;
- Competitively advantaged and differentiated route-to-market models that provide a global, multi-channel distribution platform which is unrivalled in the wine industry;
- World class vineyard and production assets in internationally acclaimed wine making regions, reflecting a truly global, diversified multi-regional sourcing model; and
- A strong, flexible and efficient capital structure, supporting investment for future growth and the ongoing delivery of returns for TWE's shareholders.



Group EBITs
margin target of **25%**

Vision and strategic priorities by division

Penfolds

40-45%

EBITs margin target

A global luxury icon

- Scale luxury status to drive global demand
- Grow distribution and availability
- Optimise portfolio for long-term growth



**Treasury Premium
Brands**

High-teens

EBITs margin target

The world's most inventive branded wine business, bringing the pleasure of premium wine to more people on more occasions

- Expand premium focused, consumer centric and innovation-led portfolio
- Accelerate in priority markets and channels
- Expand global, multi-COO sourcing footprint
- Implement fit for purpose cost and capital base



Treasury Americas

25%

EBITs margin target

The premium wine market leader in the Americas

- Drive relentless focus on premiumisation
- Portfolio expansion through bold innovation, leading luxury credentials and accelerating in e-commerce
- Deliver asset, portfolio and cost optimisation

1.3 Financial Performance

Since 2014, TWE has delivered strong financial performance through the execution of a strategy focused on premiumisation, brand building, disciplined capital allocation and maximising operational efficiency.

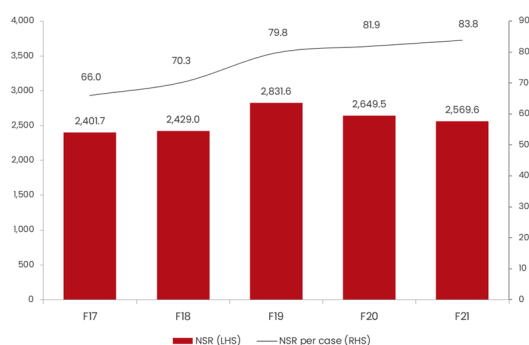
A number of significant changes have been made to the Company's operating model during this period, including:

- Increased investment in targeted brand-building initiatives across the global premium brand portfolio to support top-line growth;
- Optimising routes to market in Asia, the United States and Australia to establish an unrivalled global distribution platform in the wine industry;
- Securing access to incremental Luxury sourcing, including the acquisition of Diageo Wine in 2016 and investment in premium wine-making capacity throughout Australia, California and France to drive acceleration of the premiumisation strategy;
- Supply chain optimisation, improving production efficiencies across the asset base and delivering cost savings of greater than \$100m per annum;
- Proactively right-sizing the scale of TWE's Commercial portfolio, including the divestment of Commercial tier US brands in March 2021; and
- Establishment of the Treasury Business Solutions function to drive growth, efficiency and innovation throughout the business.

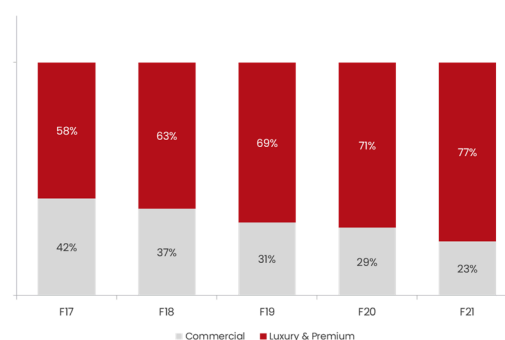
The successful execution of TWE's corporate strategy is reflected in the performance of the Group during this period across its key financial metrics and total shareholder return.

Key financial metrics

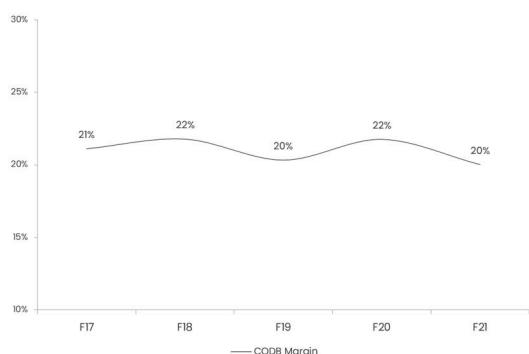
Group NSR (\$m) and NSR per case



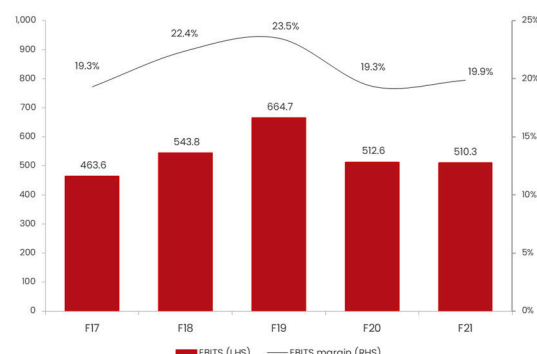
Luxury and Premium contribution to Group NSR



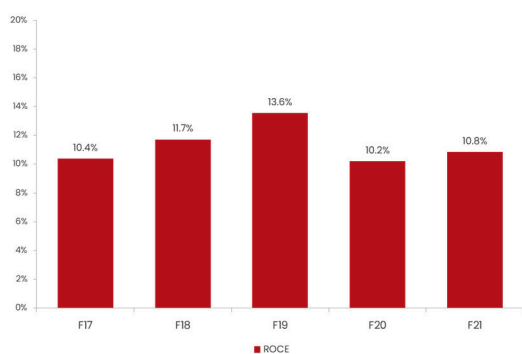
Cost of Doing Business margin



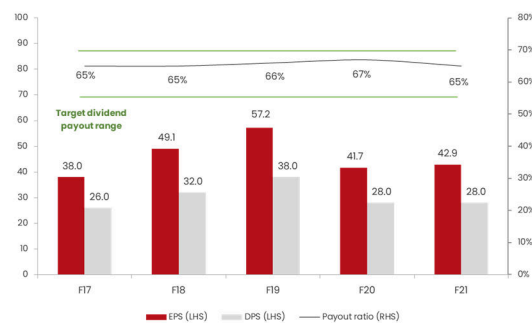
Group EBITs (\$m) and EBITs margin



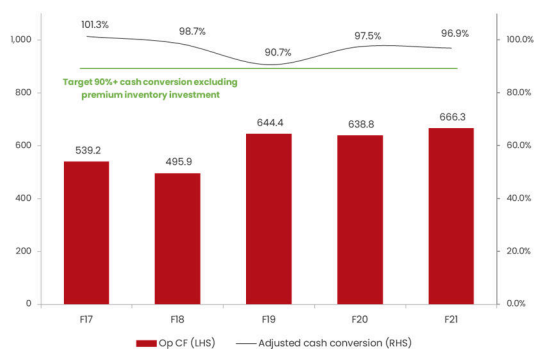
Return on Capital Employed



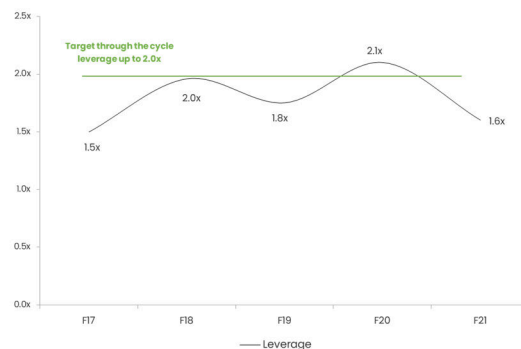
Earnings and dividends per share⁴



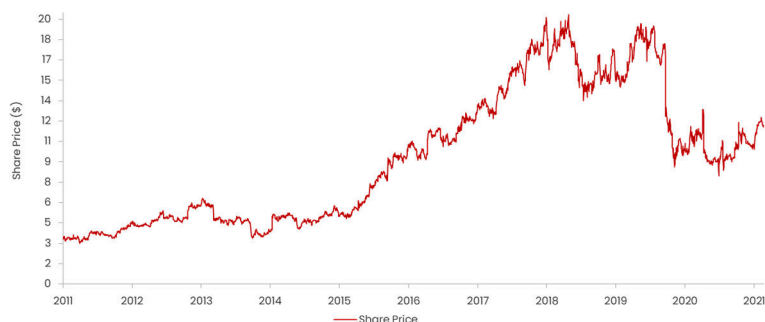
Cash conversion⁵



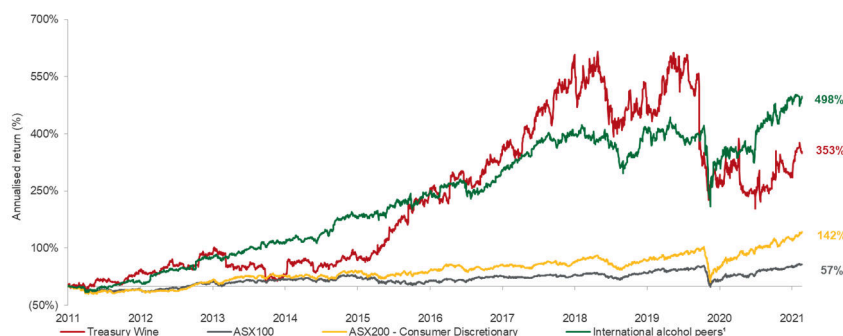
Net debt to EBITDAs (Leverage)⁶



Share price performance



Total shareholder return (TSR)⁷



⁴ TWE targets a dividend payout ratio of between 55%-70% of Net Profit After Tax (pre-material items and SGARA) over a fiscal year

⁵ Cash conversion excludes the annual change / investment in Luxury and Premium non-current inventory

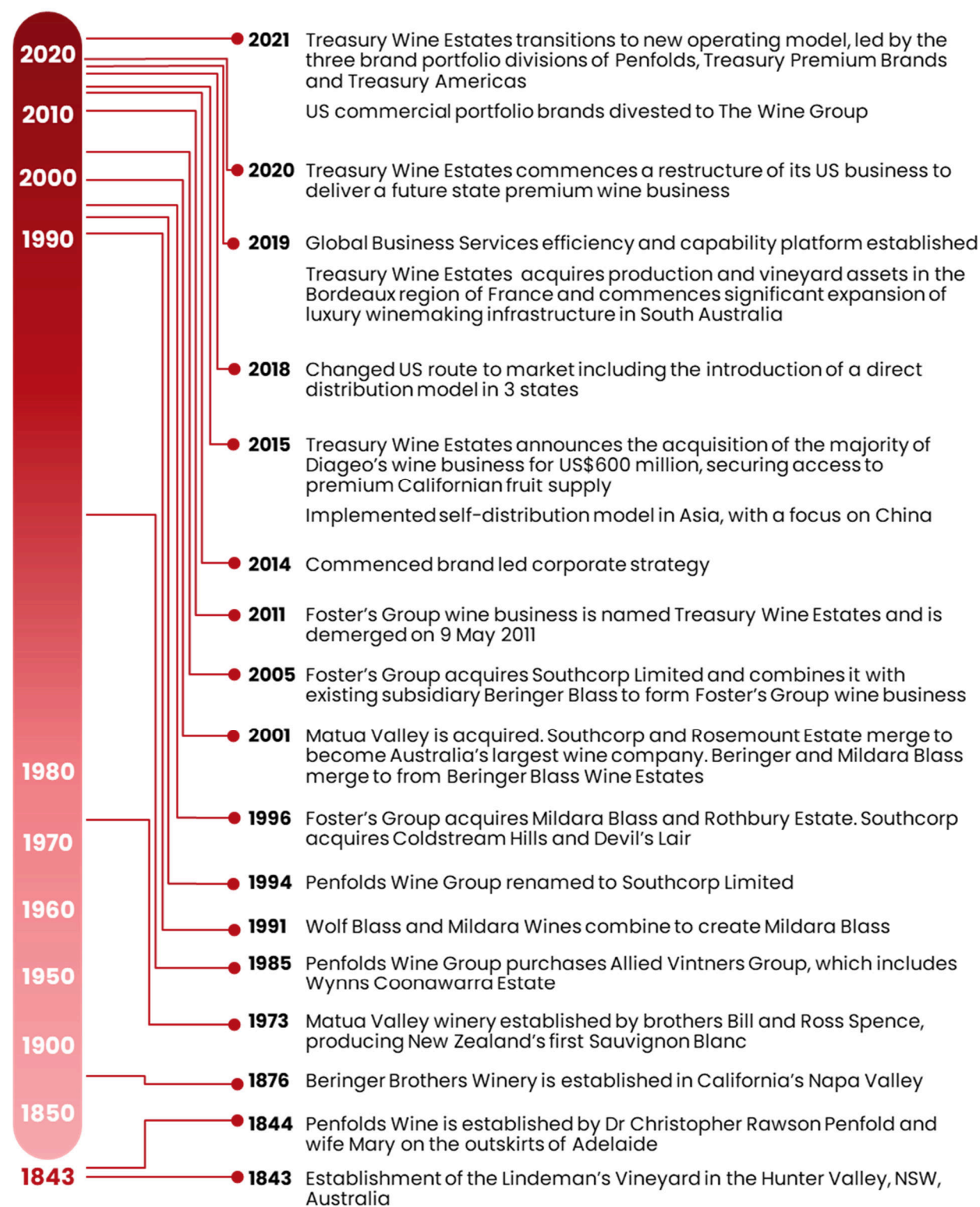
⁶ TWE targets a net debt / EBITDAs ratio of up to 2.0x through the cycle

⁷ Annualised TSR reflects share price evolution and return from reinvested dividends since 10 May 2011 to 30 June 2021. International alcohol peers include Constellation Brands Inc, Diageo PLC and Pernod Ricard SA

1.4 Company History

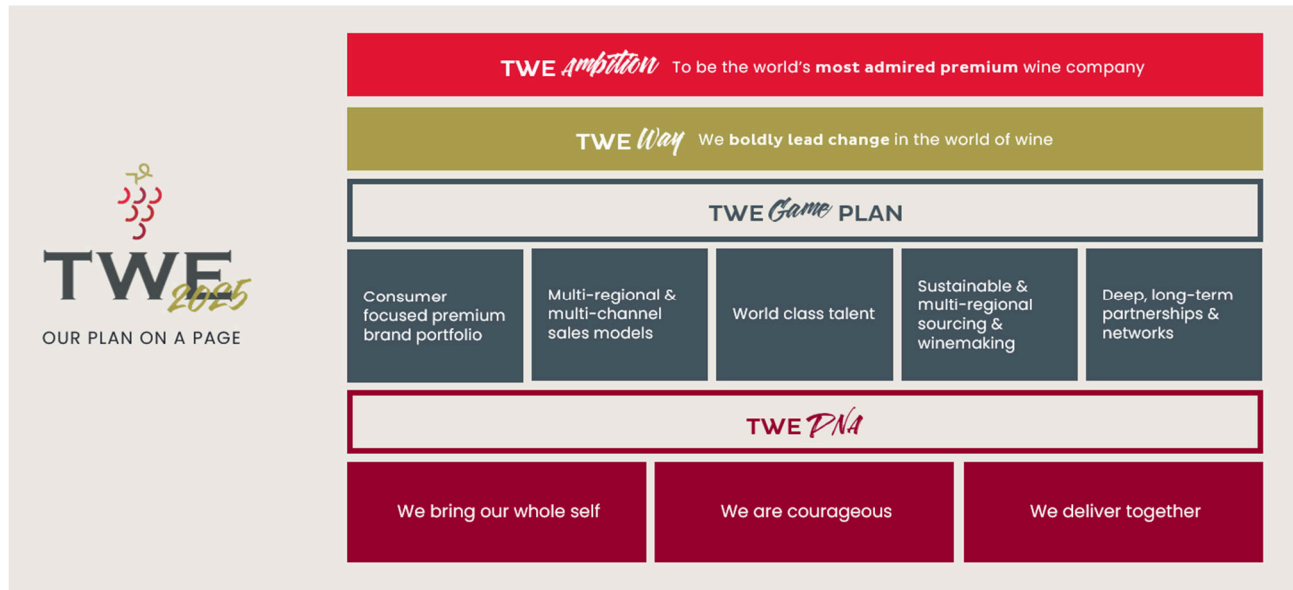
TWE's rich history and regional, brand and segment diversity has evolved over many years through organic growth, acquisition and divestments, and the demerger from the Foster's Group in May 2011.

Following is a summary of key historic milestones and corporate activity:



1.5 Corporate Strategy

TWE 2025 is the strategic blueprint for the next phase of the TWE growth journey, setting out how it will achieve its ambition to be the **world's most admired premium wine company**.



Achievement of this ambition requires bold decision making and innovation, with “boldly leading change in the world of wine” defined as **The TWE Way**.

Supporting this is **TWE's DNA**, the cultural code that defines the next phase of the cultural journey for the company.

And finally, the **Game Plan** details how TWE will operate and successfully grow its business using a number of distinctive competitive advantages.

Consumer focused premium brand portfolio	Multi-regional & multi-channel sales models	World class talent	Sustainable & multi-regional sourcing & winemaking	Deep, long-term partnerships & networks
- Consumer-led and experience focused marketing as our advantage - Focused portfolio of brands with clear and differentiated roles - Core objective to drive more consumption occasions - Bold, consumer need driven innovation to build the future	- Strengthened leadership positions - US established as a premium wine growth business - Targeted growth through markets Asia and Europe - Category leadership with key retailers - Acceleration in direct to consumer and e-commerce channels – ours and our retail partners	- The TWE DNA at the heart of everything we do - Employee experience focused culture – a great place to work - Broad diversity and inclusion agenda - Continuous learning through the TWEforME Academy - Technology to enable collaboration, connection and development	- Continued building and diversification of global sourcing model - Consumer led winemaking at the best cost - Sustainable supply chain with a focus on water surety, emissions, climate adaptation and packaging - Fit for purpose asset base structured to deliver sustainable performance now and in the future	- Mutually beneficial partnerships – customers, growers, suppliers, communities, lenders, government and industry bodies - Leverage third party expertise for non-core activities

1.6 Portfolio of Brands

TWE owns a global portfolio of well-known and trusted premium wine brands catering to a wide variety of consumers through differentiated varietals, taste profiles, consumption occasions and price points.

TWE's global marketing vision is to build the boldest portfolio of brands in wine, brought to life by consumer experience focused marketing. TWE will continually evolve its brand portfolio ensuring it has the right portfolio of brands and propositions to fully capitalise on the key drivers of wine category growth. Strategic priorities to support the transformation of the brand portfolio within each division include:

- Driving premiumisation through a focused portfolio strategy
- Delivering scalable breakthrough innovation, including country of origin expansion
- Leveraging consumer experience to meet individual consumer needs
- Elevating in-store programming and digital marketing
- Enhancing marketing spend effectiveness
- Building availability and distribution across the portfolio

TWE takes a data driven approach to its marketing investment, firmly focused on spend efficiency and effectiveness, supported by a brand life cycle investment framework that guides optimal activation, promotion and brand building strategies to drive continued growth. Return on investment tools are used to measure and monitor the effectiveness of marketing activity.

A key theme of TWE's portfolio strategy is focus, and the divisional brand portfolios are primarily segmented across the Luxury and Premium price points, complemented by a relevant and differentiated Commercial portfolio in Treasury Premium Brands.

Division brand portfolios



1.7 Key Global Markets⁸

Australia

Strong premiumisation trends are driving wine market growth in Australia, where consumers primarily drink locally produced wine.

TWE sells direct to a combination of retail and wholesale partners in addition to its direct to consumer business, which includes cellar doors.



Asia

The Asia wine market is large and diverse, with high growth trends being driven by the Luxury price points.

TWE distributes its portfolio across the region through a combination of retail, wholesale, e-commerce and distributor partners.

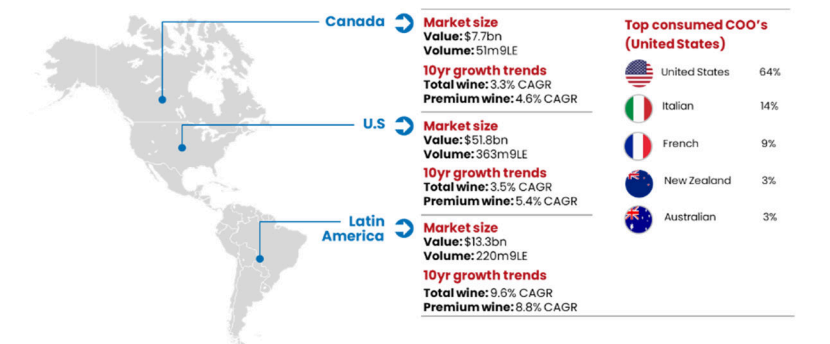


Americas

The US is the world's largest premium wine market, with a diverse consumer base and attractive premiumisation trends.

In the US, TWE sells primarily through a diversified network of distribution partners. In addition, TWE sells through its direct to consumer business, including cellar doors.

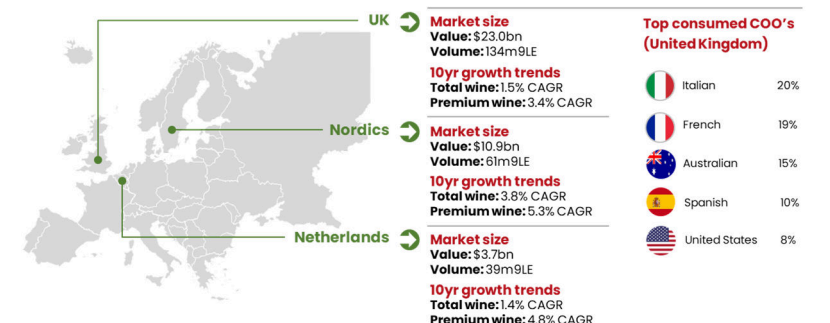
In Canada, TWE sells through a single distribution partner.



EMEA

The EMEA region has a combination of mature and emerging markets.

In EMEA, TWE partners with a combination of direct to retail and monopoly customers across the UK, Netherlands, Sweden, Norway, Switzerland and Denmark. In other regional markets TWE sells through distributors



⁸ IWSR 2021. Still, sparkling and fortified wine. Asia imported wine only. Value (A\$ equivalent) and volume 2020. 10-year historical growth trends based on value; premium market wine is greater than A\$10 retail shelf price. Top consumed COO's by value, 2020.

1.8 Sourcing and Supply Chain Model

TWE operates a world class supply chain model that is focused on sustainable multi-regional sourcing and winemaking to produce wines that consumers demand at the best cost.

The vision of the global supply function is to be **the partner of choice for TWE's divisions, customers and suppliers.**

Key strategic imperatives



TWE's global asset base is a key foundation of the business consisting of vineyard and production assets in internationally acclaimed winemaking regions including the Barossa Valley in Australia, the Napa Valley in California, the Marlborough region in New Zealand, the Bordeaux region in France and Tuscany in Italy. This global, multi-regional sourcing model supports the growth of TWE's premiumisation strategy and importantly helps to mitigate the risk of regional vintage variation.

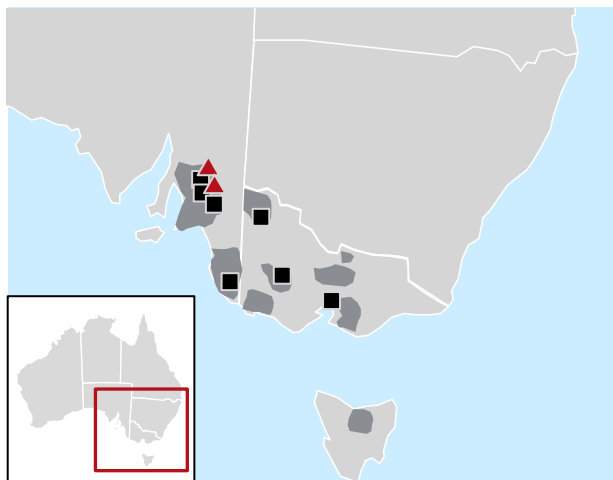
Since 2014 TWE has actively refined its sourcing models and asset ownership to create a fit for purpose and agile asset base. Growing access to Luxury supply, vineyard yield optimisation, maximising grade conversion and evolving the asset base to meet the needs of the brand portfolio divisions are ongoing priorities for the global supply function. TWE will continue to optimise its supply chain to maximise cost efficiency and support continued premiumisation.

Sourcing is balanced between asset ownership and external sourcing from growers and bulk wine partners. This optimised asset ownership approach has contributed to improved financial returns, production efficiency and improved flexibility to meet consumer demand.

Sourcing for TWE's Luxury portfolio is primarily through company owned/leased vineyards, long-term grower contracts and from the bulk wine market.

Sourcing model by region⁹

Australia



Vintage 2021	Owned & leased	Growers	Bulk Wine
Luxury	43%	44%	13%
Premium	36%	46%	18%
Commercial	25%	48%	27%
Total	30%	47%	23%



71

vineyards



8,762

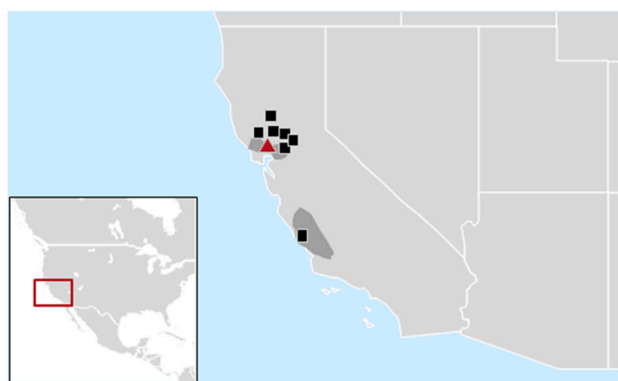
Planted hectares



7

wineries

United States



Vintage 2020	Owned & leased	Growers	Bulk Wine
Luxury	79%	21%	0%
Premium	75%	25%	0%
Commercial	6%	3%	91%
Total	22%	8%	70%



40

vineyards



3,200

Planted hectares

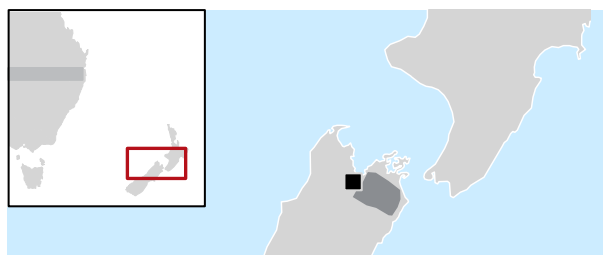


7

wineries

- ▲ Packaging facilities
- Wineries
- Company owned and lease vineyards

New Zealand



Vintage 2021	Owned & leased	Growers	Bulk Wine
Luxury	0%	0%	0%
Premium	28%	46%	26%
Commercial	0%	0%	0%
Total	28%	46%	26%



9

vineyards



498

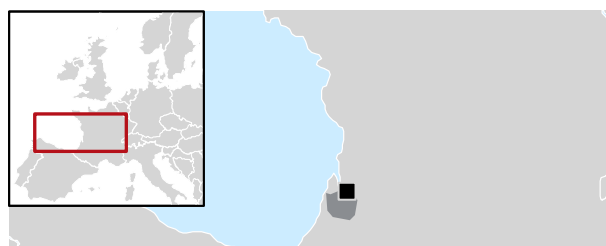
Planted hectares



1

winery

France



Vintage 2020	Owned & leased	Growers	Bulk Wine
Luxury	39%	0%	61%
Premium	16%	0%	84%
Commercial	0%	0%	0%
Total	26%	0%	74%



2

vineyards



60

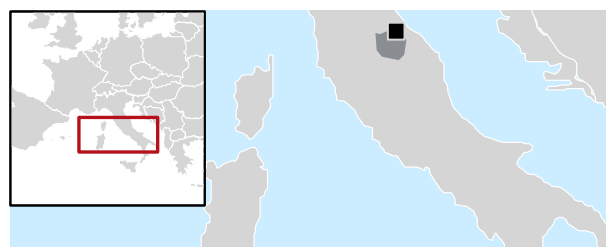
Planted hectares



1

winery

Italy



Vintage 2020	Owned & leased	Growers	Bulk Wine
Luxury	100%	0%	0%
Premium	0%	9%	91%
Commercial	0%	0%	100%
Total	31%	2%	67%



3

vineyards



166

Planted hectares



1

winery

⁹ The Californian vintage has not been adjusted to exclude inventory associated with the US Commercial portfolio brands divested in March 2021.

1.9 Sustainability

TWE's sustainability ambition is to **cultivate a brighter future** for everyone who touches the business and enjoys its portfolio of brands. This ambition is embedded in TWE's commitment to innovation and partnership to become a leader in sustainability across not only the global wine sector, but more broadly across the global beverage industry.

Underpinning TWE's sustainability agenda are three areas of focus:

1. Building a resilient business

TWE's ability to deliver on its long-term ambitions relies on the health of the planet and the communities in which it operates. To thrive, TWE needs to be resilient in adapting to the trends that will impact the business, such as climate change.

2. Fostering healthy and inclusive communities

TWE is passionate about building an inclusive and equitable culture that delivers better outcomes for all stakeholders. Fostering safe, sociable and connected communities where its brands are promoted and ensures its product are consumed safely and responsibly is an absolute priority.

3. Producing sustainable wine

As a global leader in wine, TWE is well positioned to lead substantive change across its own supply chain and in collaboration with its partners. Ensuring that the owned asset base and grower network conforms with key sustainability criteria will ensure that consumers enjoy wine that is sustainably grown, produced and packaged.

Leading by example: TWE's sustainability targets

	Health, safety and Wellbeing	• Destination Zero Harm
	Water stewardship	• Comprehensive review of TWEs water footprint and usage at a catchment level
	Climate risk and GHG emissions	• 100% renewable electricity by 2024 • Net zero emissions (Scope 1 and 2) by 2030
	Sustainable packaging and circular economy	• 100% of product packaging to be recyclable, reusable, or compostable by 2022 • 100% of product packaging to comprise 50% recycled content by 2025 • Collaborate with glass and carton partners on closed loop packaging solution by 2025
	Inclusion and diversity	• 50% women in senior leadership by 2025 • 42% female representation overall by 2025 • 30% female representation on Board
	Reporting	• Mature our annual sustainability reporting, with a greater focus on transparency against targets and commitments, including external assurance • Implement TCFD reporting roadmap to align with our approach and targets

Further information around TWE's sustainability strategy, goals and progress will be made available in the 2021 Sustainability Report (to be released late 2021).

1.10 Management Team & Board

Executive Leadership team

Name and Title	Biography
Tim Ford <i>Chief Executive Officer</i> 	Tim was appointed TWE's Chief Executive Officer in July 2020. Since joining TWE in February 2011, Tim has held key roles across the business' global operations, including Director, Global Supply and Managing Director Europe, South East Asia, Middle East and Africa, and Deputy Chief Operating Officer with responsibilities for Asia, Europe and the ANZ regions. In January 2019 Tim was appointed Chief Operating Officer with responsibility for TWE's global operations. Prior to joining TWE, Tim worked at National Foods across multiple business functions as well as Foster's Group in a variety of supply chain roles, from production to logistics. Tim holds a Bachelor of Business from the University of South Australia and a Master of Business Administration from the University of Melbourne.
Stuart Boxer <i>Chief Strategy & Corporate Development Officer</i> 	Stuart is TWE's Chief Strategy and Corporate Development Officer responsible for leading strategic business planning and driving priority growth, transformation and business improvement projects, the commercial investment strategy as well as mergers and acquisitions. Stuart joined TWE in June 2020 after 11 years as Chief Financial Officer and Executive General Manager Strategy with DuluxGroup Ltd. He has significant financial, strategy and M&A experience, tenure in ASX listed entities, as well as a background in management consulting. Stuart holds a Bachelor of Engineering (Mechanical Engineering) from the University of Melbourne and completed the Advanced Management Program at Harvard Business School.
Ben Dollard <i>President, Treasury Americas</i> 	Ben is President of Treasury Americas. With 20 years' experience in the alcohol beverages industry in the Americas region, Ben joined TWE in January 2020 having worked in various senior executive leadership roles with Constellation Brands in the US and Canada. Ben has had extensive experience in leading the agenda for wine and other alcohol beverages, including all aspects of marketing, consumer insights and commercial operations, across a number of key roles including Chief Growth Officer, Chief Marketing Officer and head of International Markets for Constellation Brands' Wine and Spirits Division, as well as President of the Canadian wine business.
Kirsten Gray <i>Chief Corporate Services Officer & Company Secretary</i> 	Kirsten was appointed as Chief Corporate Services Officer & Company Secretary in March 2020 and has responsibility at TWE for the Corporate Governance, Legal and Corporate Affairs functions. Prior to joining TWE, Kirsten was Chief Corporate Services Officer & Company Secretary at Orica Limited and before that spent twenty years with BHP Limited in various legal roles. Kirsten holds a Bachelor of Laws (Honours), Bachelor of Arts and Post-Graduate Diploma in Business Administration from the University of Melbourne. She is a Fellow of the Governance Institute of Australia.

Name and Title	Biography
Katie Hodgson Chief People Officer 	Katie is TWE's Chief People Officer responsible for TWE's People strategy, building a high performing organisation and an inclusive, collaborative culture where people and results thrive. Katie has more than 20 years' experience in Human Resources and prior to joining TWE in 2017, Katie was a foundational and executive member of Axieo where she was responsible for the establishment and leadership of the HR, Internal Communications and Environmental Social Governance functions. Prior to Axieo, Katie held numerous leadership roles at Mondelez International/Kraft Foods. Katie holds a Bachelor of Laws (Honours) and a Bachelor of Arts from Monash University.
Tom King Managing Director, Penfolds 	Tom is Managing Director, Penfolds. Tom joined Treasury Wine Estates in 2013 as Commercial Director for Global Travel Retail and has since held multiple senior roles across the business, including Managing Director Europe where he led the team to deliver double digit EBITS growth, Chief Operating Officer Asia and Managing Director Asia where he led the business through a period of considerable growth. Prior to working for TWE, Tom held a number of commercial and financial roles at Bacardi Limited and Ernst & Young.
Peter Neilson Managing Director, Treasury Premium Brands 	Peter is Managing Director, Treasury Premium Brands. Peter joined TWE in 2012 and has held a number of senior sales roles, including Managing Director, Australia and New Zealand. Peter has over 15 years experience in the wine and spirits industry having held various roles with Diageo, including international experience and prior to that a variety of commercial and leadership roles with Mars Confectionery and Reebok.
Kerrin Petty Director Global Supply 	Kerrin was appointed Director, Global Supply Chain on 1 July 2020. He joined TWE in 2004 and has held numerous positions including National Vineyard Manager Australia, Supply Chain Development Manager, and SVP Supply Chain Services, where he oversaw America's supply chain and was responsible for delivering products to the US, Canada, and Latin America. Kerrin has more than fifteen years' experience in all aspects of wine supply management spanning across viticulture, wine production, wine packaging, and supply chain management. Kerrin holds a Bachelor of Agricultural Science from the University of Adelaide and is currently completing a Master of Business Administration.
Matt Young Chief Financial Officer 	Matt is TWE's Chief Financial Officer and is responsible for the Finance, IT and Global Business Services functions. Matt was appointed CFO in May 2018, after several years in various senior finance roles across TWE. Prior to joining TWE, Matt was a Director at PricewaterhouseCoopers Australia, providing commercial support to complex, global organisations in the FMCG and Retail industries. Matt holds a Bachelor of Commerce, a Bachelor of Laws (Honours) and a Master of Business Administration from the University of Melbourne. He is also a member of the Chartered Accountants Australia and New Zealand.

Board of Directors

Name and Title	Biography
Paul Rayner <i>Chairman</i> 	Member of the Board since May 2011 and Chairman of the Board and the Nominations Committee since September 2012. Mr Rayner is an independent Director and is an Australian resident. He brings to the Board extensive international experience in markets relevant to TWE including Europe, North America, Asia, as well as Australia. He has worked in the fields of finance, corporate transactions and general management in the consumer goods, manufacturing and resource industries. His last role as an executive was as Finance Director of British American Tobacco plc, based in London, from January 2002 to 2008. Mr Rayner is also a director of Qantas Airways Limited (since July 2008 and where he also serves as Chairman of the Remuneration Committee), Boral Limited (since September 2008 and where he also serves as Chairman of the Audit Committee) and Murdoch Childrens Research Institute (since December 2014 and where he also serves as Chairman of the Audit, Finance and Risk Committee).
Tim Ford <i>Chief Executive Officer</i> 	Mr Ford was appointed TWE's Chief Executive Officer in July 2020. Since joining TWE in February 2011, Tim has held key roles across the business' global operations, including Director, Global Supply and Managing Director Europe, South East Asia, Middle East and Africa, and Deputy Chief Operating Officer with responsibilities for Asia, Europe and the ANZ regions. In January 2019 Tim was appointed Chief Operating Officer with responsibility for TWE's global operations. Prior to joining TWE, Tim worked at National Foods across multiple business functions as well as Foster's Group in a variety of supply chain roles, from production to logistics. Tim holds a Bachelor of Business from the University of South Australia and a Master of Business Administration from the University of Melbourne.
Ed Chan <i>Non-Executive Director</i> 	Member of the Board since September 2012 and member of the Audit and Risk Committee. Mr Chan is an independent Director and a Hong Kong resident. He is currently a director of Hong Kong-listed LINK REIT (since February 2016) and Yum China Holdings, Inc (since October 2016). He is also a Partner at Gaorong Capital (since July 2020). Mr Chan is a former Operating Partner of SoftBank Investment Advisers (from June 2019 to June 2020), the former Vice Chairman of Charoen Pokphand Group (from January 2012 to February 2018) and a former director of Hong Kong-listed CP Lotus (from April 2012 to February 2018). From 2006 to 2011, Mr Chan was the President and CEO of Wal-Mart China. He has also held senior positions with Dairy Farm including his last position as North Asia Regional Director, as well as leading the Bertelsmann Music Group business in Greater China. Mr Chan began his career as a consultant with McKinsey & Co working in both Hong Kong and the United States.

Name and Title	Biography
Louisa Cheang Non-Executive Director 	Member of the Board since December 2018. Ms Cheang is an independent Director and a Hong Kong resident. Ms Cheang is currently the Vice Chairman and Chief Executive of Hang Seng Bank, listed on the Stock Exchange of Hong Kong Limited, and has had a successful career spanning a number of critical leadership roles with the HSBC Group throughout the Asia Pacific region. She is also currently Group General Manager of HSBC Holdings plc. Ms Cheang is also a member of key government advisory committees, notably The Twelfth Jiangsu Provincial Committee of the Chinese People's Political Consultative Conference and the Consulting Committee for the China (Guangdong) Pilot Free Trade Zone. Ms Cheang is a former director of The Hongkong and Shanghai Banking Corporation (from September 2017 to August 2020).
Warwick Every-Burns Non-Executive Director 	Member of the Board since May 2011, Chairman of the Human Resources Committee and a member of the Nominations Committee. Mr Every-Burns is an independent Director and is an Australian resident. He was Chief Executive Officer of TWE on an interim basis from 23 September 2013 until 30 March 2014. Mr Every-Burns previously worked for more than 30 years in the consumer-packaged goods sector. Most recently, he was President of International Business and a member of the Worldwide Executive Committee of The Clorox Company, a NYSE listed, S&P 500 business. He was based at The Clorox Company's headquarters in the United States for more than five years. Mr Every-Burns began his career at Unilever; is a former Managing Director of Glad Products of Australia and New Zealand and was formerly on the Advisory Council of the Frontier Strategy Group. Mr Every-Burns is a director of The a2 Milk Company Limited (since August 2016).
Gary Hounsell Non-Executive Director 	Member of the Board since September 2012, Chairman of the Audit and Risk Committee and member of the Nominations Committee. Mr Hounsell is an independent Director and is an Australian resident. He is currently Chairman of Helloworld Travel Limited (since October 2016) and the Commonwealth Superannuation Corporation Limited (since July 2021, and a director since 2016). Mr Hounsell is also a director of Findex Group Limited (since January 2020). Mr Hounsell is a former Chairman of PanAust Limited (from July 2008 to August 2015), Myer Holdings Limited (from November 2017 to October 2020, and a director from September 2017 to October 2020), Spotless Group Holdings Limited (from February 2017 to August 2017, and a director from March 2014 to August 2017) and a former director of Qantas Airways Limited (from January 2005 to February 2015), Integral Diagnostics Limited (from October 2015 to March 2017) and Dulux Group Limited (from July 2010 to December 2017), and has held senior positions at both Ernst & Young and Arthur Andersen.

Name and Title	Biography
Colleen Jay Non-Executive Director 	Member of the Board since April 2018 and a member of the Human Resources Committee. Ms Jay is an independent Director and an American resident. Ms Jay has extensive experience in the fast-moving consumer goods industry, acquired over a long and successful career at Procter & Gamble (P&G, NYSE: PG), an American multinational consumer goods company, between 1985 and 2017. She has held a number of senior leadership roles at P&G, including President of Global Retail Hair Care & Colour and her most recent position as President of the US\$5 billion Global Beauty Specialty business, where she also led a complex transition and divestiture of several businesses. Ms Jay has significant global experience having lived and worked in the United States, Europe, China and Canada. Her leadership experience includes significant global line operational leadership, strategy creation and execution, global brand building, new business development, transformational innovation and M&A. Ms Jay is currently an independent non-executive director of The Cooper Companies (NYSE: COO).
Antonia Korsanos Non-Executive Director 	Member of the Board since April 2020 and member of the Audit and Risk Committee. Ms Korsanos is an independent Director and an Australian resident. Ms Korsanos has extensive senior executive, strategy, M&A, financial and governance experience, acquired over a successful career as Chief Financial Officer of ASX-listed Aristocrat Leisure Limited between 2009 and 2018, where she also served as Company Secretary from 2011. During her career with Aristocrat, Ms Korsanos gained a significant understanding of the US market and regulatory environment and led a number of transformational cross-border acquisitions. Prior to joining Aristocrat, Ms Korsanos held senior leadership roles in the fast-moving consumer goods industry for a period of 10 years, including at Goodman Fielder and Kelloggs. Ms Korsanos commenced her career with accounting firm Coopers & Lybrand (now PwC) and has been a Chartered Accountant since 1994. Ms Korsanos is currently an independent director of Crown Resorts Limited where she serves as Chair of the Audit Committee and the People, Remuneration and Nomination Committee. Ms Korsanos was also appointed to the Board of Scientific Games Corporation (NASDAQ: SGMS) in September 2020. Ms Korsanos is a former director of Ardent Leisure Group Limited (from July 2018 to June 2020) and Webjet Limited (from June 2018 – March 2021).

Name and Title	Biography
Lauri Shanahan <i>Non-Executive Director</i> 	Member of the Board since November 2016 and a member of the Human Resources Committee. Ms Shanahan is an independent Director and an American resident. Ms Shanahan has extensive retail, consumer brand, e-commerce and governance experience. She has held senior executive positions, including as Chief Administrative Officer, Chief Legal Officer and Corporate Secretary with The Gap Inc, where she was involved in leading the company's domestic and international expansion. Ms Shanahan also founded the consulting practice Maroon Peak Advisors of which she is a Principal. Ms Shanahan is currently a member of the California State Personnel Board and a director of Cedar Fair Entertainment Company (NYSE: FUN), Deckers Outdoor Corporation (NYSE: DECK) and G Squared Ascend (NYSE: GSQD.U).

1.11 Substantial Shareholders¹⁰

The following shareholders have notified that they are substantial shareholders of TWE.

Shareholder	% of Issued Capital
Capital Group	8.4%
Blackrock Group	7.4%
The Vanguard Group	5.0%
Total	20.8%

¹⁰ Based on ASX substantial shareholder notices as at 30 June 2021



2. Brand Portfolio Divisions



2.1 Penfolds



Strategic growth drivers



Scale Penfolds luxury status to drive global demand and recruit new consumers



Grow global distribution and availability



Optimise portfolio for long-term growth

Focus brand portfolio



Penfolds by geography and channel

Geography			Channels			
F21			Indicative ¹¹			
Penfolds	Volume	NSR	Penfolds	Volume	NSR	Portfolio focus
ANZ	28%	25%	Bricks & Mortar Retail	48%	42%	Luxury, Premium
Asia	57%	63%	Wholesale	26%	28%	Luxury, Premium
Americas	6%	6%	E-Commerce	12%	12%	Luxury, Premium
EMEA	9%	6%	On-premise	4%	5%	Luxury, Premium
			Cellar Doors	1%	1%	Luxury
			Other ¹²	9%	12%	Luxury

Historic financial performance

\$Am	F18	F19	F20	F21
Volume (m 9L cases)	2.1	2.8	2.5	2.2
Net sales revenue	544.3	816.0	765.2	788.9
NSR per case (\$)	255.3	287.3	312.2	352.6
Luxury & Premium % of NSR	100%	100%	100%	100%
EBITS	232.8	374.2	362.6	346.2
EBITS margin (%)	43%	46%	47%	44%

\$Am	1H18	1H19	1H20	1H21
Volume (m 9L cases)	1.2	1.5	1.5	1.3
Net sales revenue	320.2	444.1	515.1	457.3
NSR per case (\$)	278.0	301.4	342.4	345.3
Luxury & Premium % of NSR	99%	100%	100%	100%
EBITS	142.7	206.3	265.0	203.9
EBITS margin (%)	45%	46%	51%	45%

¹¹ Indicative channel splits are management estimates, based on experience of historical trading and have not been adjusted to reflect recent evolution of some channels. E-commerce includes sales via TWE's e-commerce platforms and estimates of third-party sales through e-commerce. For sales in Asia only, on-premise sales are reflected in wholesale channel performance.

¹² Includes Global Travel Retail and Clubs

2.2 Treasury Premium Brands



Strategic growth drivers



Strategic expansion of focused consumer centric and innovation-led portfolio



Grow into new markets and channels



Implement fit for purpose cost and capital base

Focus brand portfolio



Treasury Premium Brands by geography and channel

Geography	F21	
Treasury Premium	Volume	NSR
ANZ	38%	48%
Asia	6%	8%
Americas	-	-
EMEA	56%	44%

Channels	Indicative ¹³		
Treasury Premium	Volume	NSR	Portfolio focus
Bricks & Mortar Retail	82%	76%	Lux, Prem, Comm.
Wholesale	4%	6%	Lux, Prem, Comm.
E-Commerce	7%	7%	Luxury, Premium
On-premise	5%	6%	Luxury, Premium
Cellar Doors	0%	1%	Luxury, Premium
Other	2%	4%	Luxury, Premium

Historic financial performance

\$Am	F18	F19	F20	F21
Volume (m 9L cases)	18.9	18.8	17.6	17.2
Net sales revenue	949.2	931.2	869.7	840.7
NSR per case (\$)	50.2	49.6	49.4	48.9
Luxury & Premium % of NSR	43%	46%	48%	53%
EBITS	169.2	141.5	78.4	62.7
EBITS margin (%)	18%	15%	9%	8%

\$Am	1H18	1H19	1H20	1H21
Volume (m 9L cases)	10.1	9.9	9.3	9.2
Net sales revenue	488.0	494.1	454.1	443.2
NSR per case (\$)	48.5	49.9	48.8	48.2
Luxury & Premium % of NSR	42%	47%	48%	52%
EBITS	73.7	64.6	44.1	32.7
EBITS margin (%)	15%	13%	10%	7%

¹³ Indicative channel splits are management estimates, based on experience of historical trading and have not been adjusted to reflect recent evolution of some channels. E-commerce includes sales via TWE's e-commerce platforms and estimates of third-party sales through e-commerce. For sales in Asia only, on-premise sales are reflected in wholesale channel performance.

2.3 Treasury Americas



Strategic growth drivers



Drive relentless focus throughout the business – brands, markets, customers and growth priorities



Portfolio expansion through bold innovation, leading luxury credentials and accelerating in e-commerce



Asset, portfolio and cost optimisation

Focus brand portfolio



Treasury Americas by geography and channel

Geography	F21	
Treasury Americas	Volume	NSR
ANZ	-	-
Asia	-	-
Americas	100%	100%
EMEA	-	-

Channels	Indicative ¹⁴		
Treasury Americas	Volume	NSR	Portfolio focus
Bricks & Mortar Retail	84%	75%	Luxury, Premium
E-Commerce	2%	5%	Luxury, Premium
On-premise	11%	9%	Luxury, Premium
Cellar Doors	1%	10%	Luxury
Other	2%	1%	Luxury, Premium

Historic financial performance

\$Am	F18	F19	F20	F21
Volume (m 9L cases)	13.5	13.9	12.3	11.2
Net sales revenue	935.4	1,084.4	1,014.6	940.0
NSR per case (\$)	69.1	78.2	82.6	83.8
Luxury & Premium % of NSR	62%	66%	69%	79%
EBITS	194.4	208.2	117.0	154.1
EBITS margin (%)	21%	19%	12%	16%

\$Am	1H18	1H19	1H20	1H21
Volume (m 9L cases)	7.2	7.3	6.9	6.6
Net sales revenue	487.2	569.5	566.9	509.4
NSR per case (\$)	67.5	77.8	82.7	77.6
Luxury & Premium % of NSR	59%	66%	69%	73%
EBITS	99.2	102.7	72.9	71.7
EBITS margin (%)	20%	18%	13%	14%

¹⁴ Indicative channel splits are management estimates, based on experience of historical trading and have not been adjusted to reflect recent evolution of some channels. E-commerce includes sales via TWE's e-commerce platforms and estimates of third-party sales through e-commerce.

3. Investment Framework & Capital Management

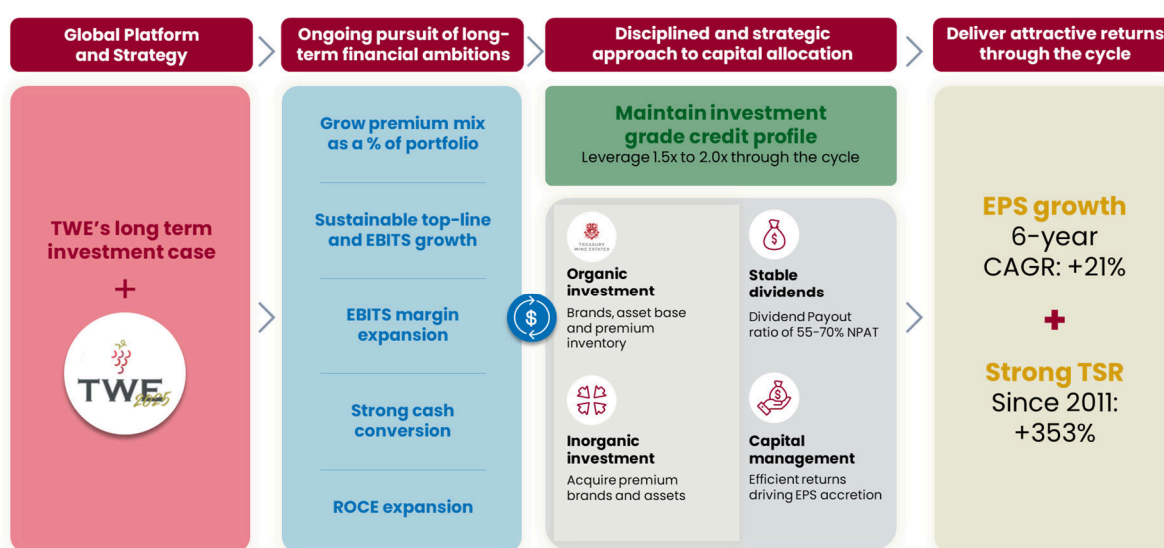


3.1 Shareholder Value Proposition

TWE is focused on delivering long-term value for its shareholders by leveraging its unrivalled global platform and continuing to execute its well-established premiumisation strategy, with the blueprint for the next stage of this strategy called TWE 2025.

Progress against key long-term financial targets is a precursor to TWE's disciplined capital allocation model, which balances organic and inorganic business investment with the delivery of sustainable returns to shareholders and maintenance of the investment grade capital structure.

With a proven track record of delivering on key strategic and financial targets, TWE has achieved strong EPS and TSR growth since 2011.



3.2 Investment Priorities

TWE's investment priorities are focused on supporting evolution of the long-term premiumisation strategy in the following key areas:

- Consumer led and experience focused brand building for TWE's global portfolio of Luxury and Premium brands
- Increasing access to sources of supply to support continued investment in Luxury inventory, a key driver of value accretive growth (refer section 3.3)
- Investment in the supply chain network to drive efficiency, capability and the appropriate level of capacity to meet future demand, with ownership of assets closely scrutinised to ensure TWE maintains a flexible, capital-light model

To ensure that investments sustainably support delivery of improved ROCE outcomes, TWE implements a competitive funds process where an internal investment committee identifies the best initiatives to pursue and oversees the delivery of improved returns for minimum levels of investment.

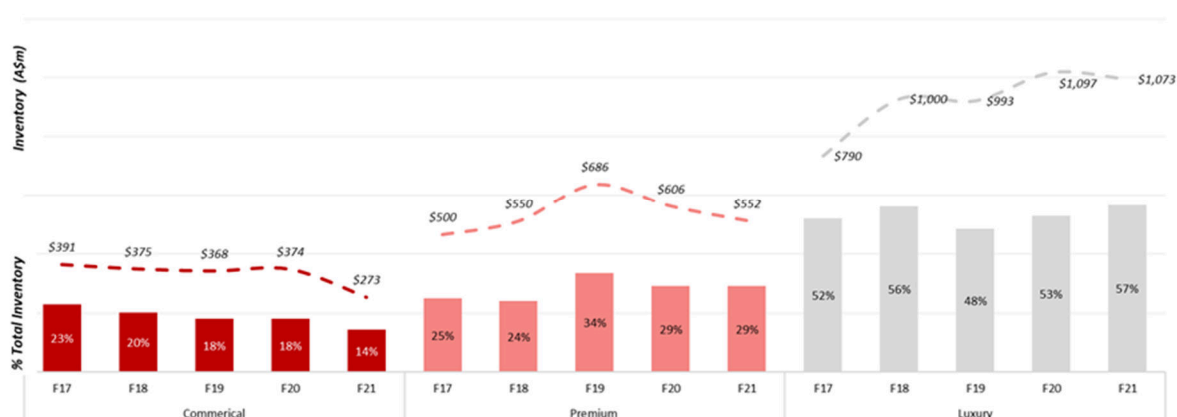
In addition, TWE will also consider inorganic investment opportunities that support strategic imperatives across the business model, brand portfolio and supply chain. Significant recent investments include the acquisitions of Diageo Wine in 2016 and vineyard and production assets in the Bordeaux region of France in 2019.

3.3 Investing in Inventory

Investment in Luxury and Premium inventory has been a key pillar of TWE's premiumisation strategy, driving earnings growth, margin accretion and improved ROCE across multiple years.

Since F15, TWE has successfully increased its inventory position, focused on active investment to support the growth of the Luxury and Premium portfolios where consumption demand has been growing. This has been achieved through disciplined investment in vineyards, the securing of additional grower contracts and improved grade conversion through the production network.

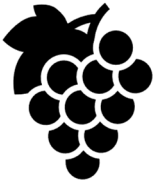
Evolution of inventory position



3.3.1 Wine production and vintage intake

This section outlines the wine production process, the key production inputs and their contribution to cost, and the release profiles for inventory across TWE's brand portfolio. Wine production is an intricate and complex process, involving a number of phases which vary in timing and length depending on the varietal and quality of the wine produced.

Stage	Description
Harvest 	Harvesting is primarily conducted by machine using precision viticulture and thermal imaging techniques. Hand harvesting is still required for some luxury wines. Weather conditions play an important role in determining the most appropriate time for picking. Certain grape varieties ripen earlier than others – for example grape varieties such as Shiraz, Cabernet Sauvignon and Riesling will require more time for ripening than Pinot Noir or Chardonnay would. Harvest takes up to three months from commencement, occurring between February to May in the Southern Hemisphere and August to November in the Northern Hemisphere.

Stage	Description
Crush 	Wine grapes are crushed by rollers to release the juice. At the same time stalks are removed. The resulting mixture of juice, pulp, skins and seed is called 'must'.
Ferment 	Yeast is added to the must to facilitate the conversion of natural sugars to alcohol. This process typically takes one to three weeks to complete. Prior to fermentation the length of time that the skins spend in contact with the juice will impact the flavour profile of the wine. The temperature at which fermentation takes place is a critical factor. An additional fermentation period ranging from two weeks to three months is required for all red wine and luxury white wine.
Press 	After collection of the free run juice, grapes are gently pressed to extract all of the juice. Pressings are kept separately, and depending on the style of wine being produced may be added back to the free run juice. The pressings add strength, body, tannin and complexity to the wine.
Maturation 	Maturation is the period of time that the wine spends in tank or oak barrel. Red wines are more typically matured in barrels than white wines. Maturation in oak barrels encourages clarification and stabilisation and over time the wine will pick up the aromas of the oak. For white wines this process is shorter so as not to impact the complexity and body of the wine. Maturation period ranges from four weeks for commercial wine up to three years for luxury wine.
Bottling 	Maturation may continue once the wine is in bottle, with time to release varying based on quality and price point.

Whilst vintage intake is substantively completed in the months immediately following harvest, under TWE's flexible sourcing model incremental purchases of bulk wine occur into the future, typically for up to one year following the initial intake. These incremental purchases are generally focused on sourcing for the Commercial and Premium portfolios and allow TWE to flexibly adjust total intake to meet demand once vintage release has commenced.



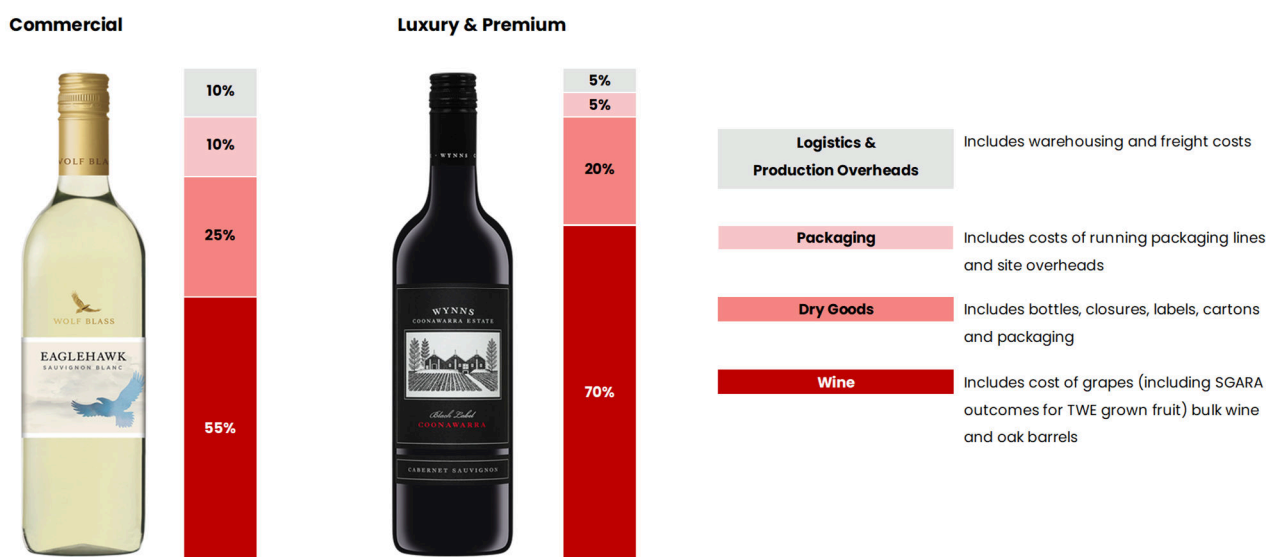
3.3.2 Production cost

The key elements of production cost relate to the sourcing of grapes or bulk wine, dry good inputs, packaging and additional costs such as warehousing. Per unit production costs generally increase with wine quality which is the key driver of cost for TWE's brand portfolio.

Production costs are recognised as inventory on the balance sheet (at the lower of cost and net realisable value) and recognised through the P&L as cost of goods at the time the product is sold.

Composition of per unit production costs¹⁵

An indicative composition of per unit production costs is shown below for TWE's Commercial and Luxury & Premium portfolios.



¹⁵ Indicative breakdown of production inputs across Australian and Californian portfolios. Will differ across individual products and all inputs are subject to variation over time

3.3.3 Inventory release profiles

The age of release for TWE's portfolio varies depending on the varietal and the quality of the wine. Given the more complex and time-intensive production process, Luxury wine is typically retained on TWE's balance sheet for significantly longer than Commercial and Premium wine. While the age of release is longer for Luxury wine, the returns from investment are significantly greater over time (refer 3.3.4 below).

Age of release examples



Ideal age of release profiles are shown below for TWE's Australian and Californian sourced portfolios. These provide a rule-of-thumb view of the rate at which a vintage is expected to be sold across a five-year release horizon, commencing from the fiscal year of harvest. The Californian harvest is completed in the first half of each fiscal year, with vintage release commencing from the second half of that same fiscal year (Year 0). In Australia, the harvest is completed in the second half of each fiscal year, with vintage release commencing from the first half of the subsequent fiscal year (Year 1).

Ideal age of release profiles (by value)¹⁶

Australian sourced vintage

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4+
Luxury	0%	0%	15%	80%	5%
Premium	0%	40%	55%	5%	0%
Commercial	0%	95%	5%	0%	0%

Californian sourced vintage

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4+
Luxury	0%	10%	40%	50%	0%
Premium	0%	75%	20%	5%	0%
Commercial	40%	60%	0%	0%	0%

For its Luxury portfolio TWE's allocation program has incremental flexibility, which is a key strength of its business model and allows for efficient management through short term changes in demand or single vintage variation.

¹⁶ Indicative. Based on ideal release profile and subject to change for variations in demand or allocations.

3.3.4 Returns from premiumisation

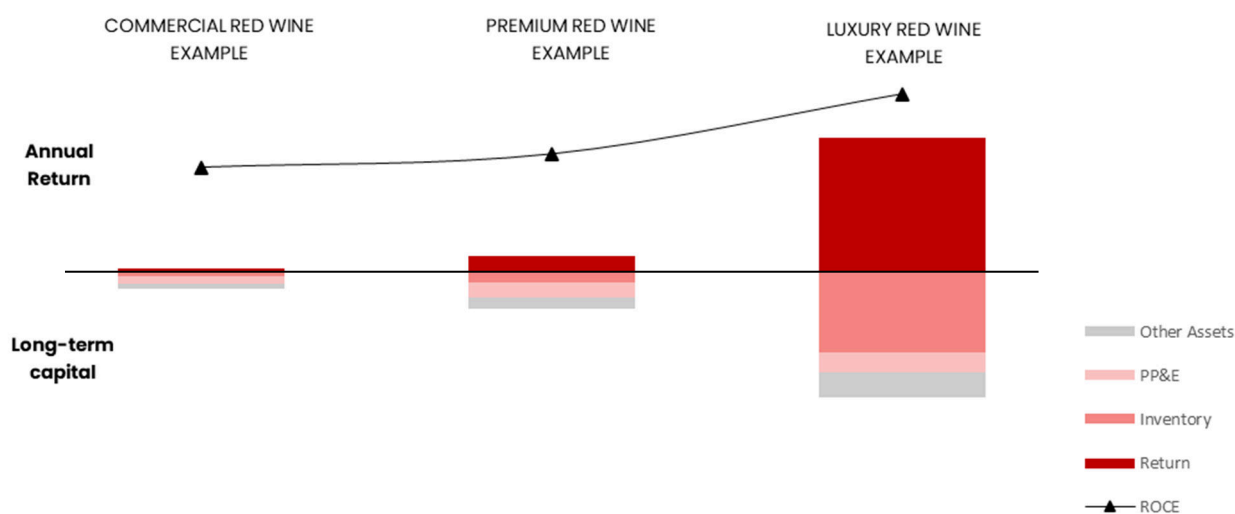
In addition to higher levels of inventory held on the balance sheet, Luxury wine production generally requires greater upfront investment in fixed assets such as vineyards, wineries and production equipment. However, the returns realised from the sale of Luxury wine are significantly greater than those earned on Commercial and Premium wine. Over time, this investment in premiumisation has supported continued improvement in TWE's key financial metrics, including EBITs, EBITs margin and ROCE.

TWE's capital allocation model is differentiated across its portfolio to sustainably maximise ROCE over the long-term:

- Commercial – capital light model with minimal working or fixed capital employed, and external sourcing prioritised to deliver flexibility, profitability and an appropriate level of ROCE
- Premium – slightly higher capital employed compared to Commercial wine, supported by the strength of the brand portfolio to deliver higher product margins and ROCE
- Luxury – highest degree of capital investment delivering significantly higher level of profitability and ROCE, and the key driver of incremental growth for TWE

Portfolio ROCE¹⁷

The diagram below provides examples of the level of profitability that may be earned relative to the degree of capital employed in producing Commercial, Premium and Luxury wine.



*The ROCE delivered by the **Premium** and **Luxury** portfolios is between 2x to 4x that of the **Commercial** portfolio*

¹⁷ Long term capital scaled to 50%, Other Assets includes intangibles

3.4 Capital Management

TWE's disciplined approach to capital management balances investment to support long-term growth with the delivery of sustainable shareholder returns. Central to the capital management framework is TWE's commitment to the maintenance of an investment grade capital structure.

Capital management framework

PILLAR	TARGET / CORE PRINCIPLE
Investment grade credit profile	- Target Net debt to EBITDAs of 1.5–2.0x through the cycle and up to 3.0x for strategic initiatives - Underpins TWE's investment grade capital structure
Strong operating cash flow	Target cash conversion of 90% or higher for each full financial year, excluding the annual change / investment in non-current Luxury and Premium inventory
Invest in long term sustainable growth	- Target positive NPV, IRR > WACC, strong payback - Each division has differentiated capital return benchmarks while contributing to enhanced Group ROCE - Investment aligned to execution of strategic imperatives across business model, brand portfolio and supply chain
Sustainable shareholder returns	- Target dividend payout ratio between 55–70% NPAT over a financial year, pre SGARA and Significant Items - Supplemented by capital management, where appropriate



4. Financial Performance



4.1 Key Metrics

Term	Definition
Volume	9 litre equivalent cases of wine sold
NSR	Net sales revenue
EBITDAS	Earnings before interest, tax, depreciation, amortization, material items and SGARA
EBITS	Earnings before interest, tax, materials items and SGARA
EBITS Margin	EBITS divided by Net sales revenue
EBIT	Earnings before interest, tax and material items
CODB	Cost of doing business. Gross profit less EBITs. It excludes non-cash items as well as tax, the cost of the Group's capital structure, and non-operating transactions. It is a measure of underlying operational costs.
CODB Margin	CODB divided by Net sales revenue
NPAT	Net profit after tax
Material items	Items of income or expense which have been determined as being sufficiently significant by their size, nature or incidence and are disclosed separately to assist in understanding the Group's financial performance
EPS	Earnings per Share. NPAT excluding SGARA and material items, divided by the weighted average number of shares outstanding.
DPS	Dividend declared per share.
ROCE	Return on Capital Employed. EBITs divided by Capital Employed (at constant currency). Capital Employed is the sum of average net assets (adjusted for SGARA) and average net debt.
Net debt	Interest bearing borrowings and lease liabilities less cash and cash equivalents
Leverage	Net debt divided by EBITDAS, including capitalised operating leases per AASB16
Cash Conversion	Net operating cash flows before financing costs, tax & material items divided by EBITDAS
SGARA	Self-generating and re-generating assets. SGARA represents the difference between the fair value of harvested grapes (as determined under AASB 141 Agriculture) and the cost of harvest. The fair value gain or loss is excluded from Management EBITs so that earnings can be assessed based on the cost of harvested grapes, rather than their fair value. This approach results in a better reflection of the true nature of TWE's consumer branded and FMCG business and improved comparability with domestic and global peers.
Shipment	Shipments refer to sales volume from TWE to a third party customer
Depletion	Depletions refer to volume movements from a TWE customer (wholesaler, distributor, retailer) to their customers

4.2 Five-year Profit & Loss¹⁸

\$Am (unless otherwise stated)	F17	F18	F19	F20	F21
Volume (m 9L cases)	36.4	34.6	35.5	32.4	30.7
Net sales revenue	2,401.7	2,429.0	2,831.6	2,649.5	2,569.6
NSR per case (\$)	66.0	70.3	79.8	81.9	83.8
Other Revenue	132.5	67.4	51.4	28.7	28.2
Total Revenue	2,534.2	2,496.4	2,883.0	2,678.2	2,597.8
Cost of goods sold	(1,563.2)	(1,425.8)	(1,642.5)	(1,588.9)	(1,573.1)
Cost of goods sold per case (\$)	42.9	41.2	46.3	49.1	51.3
Gross profit	971.0	1,070.6	1,240.5	1,089.3	1,024.7
Gross profit margin (% NSR)	40.4%	44.1%	43.8%	41.1%	39.9%
Gross profit per case (\$)	26.7	31.0	35.0	33.6	33.5
Cost of doing business	(507.4)	(526.7)	(575.8)	(576.7)	(514.4)
Cost of doing business margin (% NSR)	21.2%	21.7%	20.3%	21.8%	20.0%
EBITS	463.6	543.8	664.7	512.6	510.3
EBITS margin (%)	19.3%	22.4%	23.5%	19.3%	19.9%
SGARA	(5.7)	(15.1)	(19.7)	(41.3)	9.4
EBIT	457.9	528.8	645.0	471.3	519.7
Net finance costs	(58.9)	(63.9)	(85.7)	(85.9)	(73.5)
Tax expense	(121.4)	(119.6)	(162.4)	(113.7)	(130.1)
Net Profit after tax (before material items)	277.6	345.2	396.9	271.7	316.1
Materials items (after tax)	(22.0)	(4.6)	-	(26.2)	(66.1)
Non-controlling interests	(0.8)	(0.1)	-	-	-
Net profit after tax	254.8	340.5	396.9	245.4	250.0
Reported EPS	34.6	46.9	55.2	34.1	34.7
Net profit after tax (before materials items and SGARA)	279.1	356.2	411.2	300.4	309.6
EPS (before material items and SGARA)	38.0	49.1	57.2	41.7	42.9
Average no. of shares (m)	736.8	725.7	718.4	719.9	721.4
DPS	26.0	32.0	38.0	28.0	28.0

¹⁸ F18 to F20 has been restated in accordance with IFRIC agenda decision Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS38 Intangible Assets)

\$Am (unless otherwise stated)	1H17	1H18	1H19	1H20	1H21
Volume (m 9L cases)	18.7	18.4	18.7	17.7	17.1
Net sales revenue	1,294.7	1,295.4	1,507.7	1,536.1	1,410.0
<i>NSR per case (\$)</i>	<i>69.1</i>	<i>70.3</i>	<i>80.6</i>	<i>87.0</i>	<i>82.5</i>
Other Revenue	73.7	41.2	30.1	15.1	14.2
Total Revenue	1,368.4	1,336.6	1,537.8	1,551.2	1,424.2
Cost of goods sold	(864.2)	(784.8)	(884.9)	(868.0)	(864.0)
<i>Cost of goods sold per case (\$)</i>	<i>46.1</i>	<i>42.6</i>	<i>47.3</i>	<i>49.2</i>	<i>50.6</i>
Gross profit	504.2	551.8	652.9	683.2	560.3
<i>Gross profit margin (% NSR)</i>	<i>38.9%</i>	<i>42.6%</i>	<i>43.3%</i>	<i>44.5%</i>	<i>39.7%</i>
<i>Gross profit per case (\$)</i>	<i>26.9</i>	<i>29.9</i>	<i>34.9</i>	<i>38.7</i>	<i>32.8</i>
Cost of doing business	(273.4)	(261.7)	(310.5)	(327.4)	(279.0)
<i>Cost of doing business margin (% NSR)</i>	<i>21.1%</i>	<i>20.2%</i>	<i>20.6%</i>	<i>21.3%</i>	<i>19.8%</i>
EBITS	230.8	290.1	342.3	355.9	281.2
<i>EBITS margin (%)</i>	<i>17.8%</i>	<i>22.4%</i>	<i>22.7%</i>	<i>23.2%</i>	<i>19.9%</i>
SGARA	(10.6)	(24.0)	(6.2)	(2.6)	(11.9)
EBIT	220.2	266.1	336.1	353.2	269.3
Net finance costs	(29.4)	(30.5)	(40.7)	(44.8)	(39.8)
Tax expense	(55.4)	(61.5)	(86.6)	(91.9)	(65.9)
Net Profit after tax (before material items)	135.4	174.1	208.9	216.6	163.6
Materials items (after tax)	(6.1)	(0.9)	-	(16.0)	(45.6)
Non-controlling interests	(0.5)	-	-	-	-
Net profit after tax	128.8	173.2	208.9	200.6	118.0
Reported EPS	17.5	23.7	29.1	27.9	16.4
Net profit after tax (before materials items and SGARA)	136.7	193.9	213.5	218.3	175.4
EPS (before material items and SGARA)	18.6	26.5	29.7	30.3	24.3
Average no. of shares (m)	736.6	731.2	718.3	719.5	721.2
DPS	13.0	15.0	18.0	20.0	15.0

4.3 Five-year Balance Sheet¹⁹

\$Am (unless otherwise stated)	F17	F18	F19	F20	F21
Cash & cash equivalents	240.8	89.4	401.8	449.1	448.1
Receivables	607.9	593.3	662.0	554.1	622.0
Current inventories	906.4	957.8	1,001.7	1,017.4	839.7
Non-current inventories	775.4	967.2	1,045.6	1,059.2	1,056.8
Property, plant & equipment	1,304.2	1,386.3	1,369.9	1,397.4	1,322.5
Right of use lease assets	441.4	456.0	535.9	517.0	448.4
Agricultural assets	37.7	41.3	29.4	34.1	33.8
Intangibles	1,241.0	1,273.6	1,292.3	1,294.1	1,155.5
Tax assets	237.4	183.2	191.8	193.8	183.7
Assets held for sale	36.0	45.2	78.3	74.3	140.2
Other assets	11.5	11.2	21.0	54.2	33.5
Total assets	5,839.8	6,004.5	6,629.7	6,644.7	6,284.2
Payables	654.4	697.1	718.6	682.1	703.6
Interest bearing debt	522.6	802.9	1,090.0	1,227.0	915.2
Lease liabilities	593.1	610.9	704.6	698.6	612.6
Tax liabilities	423.2	385.1	430.1	357.2	330.7
Provisions	64.8	49.4	43.6	59.2	104.8
Other liabilities	0.6	15.8	13.1	24.5	26.1
Total liabilities	2,258.8	2,561.3	3,000.0	3,048.6	2,693.0
Net assets	3,581.0	3,443.1	3,629.7	3,596.1	3,591.2

\$Am (unless otherwise stated)	1H17	1H18	1H19	1H20	1H21
Cash & cash equivalents	339.9	202.5	183.0	335.6	480.8
Receivables	622.3	662.1	829.1	703.5	511.5
Current inventories	893.0	1,005.6	1,069.1	996.6	826.7
Non-current inventories	654.6	674.8	893.3	1,015.3	1,041.8
Property, plant & equipment	1,329.2	1,295.0	1,410.3	1,393.0	1,335.7
Right of use lease assets	481.7	443.3	535.8	537.7	475.5
Agricultural assets	37.2	37.0	40.7	39.1	40.7
Intangibles	1,265.3	1,235.6	1,297.0	1,295.4	1,169.6
Tax assets	285.9	162.5	177.7	182.7	166.6
Assets held for sale	37.7	15.5	39.1	72.3	45.7
Other assets	14.0	13.2	16.9	18.8	52.5
Total assets	5,960.7	5,747.2	6,492.1	6,590.0	6,147.0
Payables	632.5	705.1	745.9	665.6	673.0
Interest bearing debt	554.9	624.6	1,050.6	1,082.5	903.4
Lease liabilities	642.6	593.5	700.1	708.6	639.5
Tax liabilities	425.5	335.9	377.4	381.7	306.3
Provisions	78.3	50.8	49.8	56.6	53.7
Other liabilities	1.3	3.3	15.2	8.2	40.5
Total liabilities	2,335.0	2,313.2	2,939.0	2,903.1	2,615.5
Net assets	3,625.7	3,434.0	3,553.1	3,686.9	3,532.4

¹⁹ F18 to F20 has been restated in accordance with *IFRIC agenda decision Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS38 Intangible Assets)*

4.4 Five-year Cash Flow Statement²⁰

\$Am (unless otherwise stated)	F17	F18	F19	F20	F21
EBITDAS	618.5	691.3	826.6	675.9	661.0
Change in working capital	(56.0)	(171.4)	(167.5)	(22.2)	(60.3)
Other items	(23.3)	(24.0)	(14.7)	(14.9)	65.6
Net operating cash flows before financing costs, tax & material items	539.2	495.9	644.4	638.8	666.3
Cash conversion	87.2%	71.7%	78.0%	94.5%	100.8%
Payments for capital expenditure and subsidiaries	(236.8)	(215.2)	(144.4)	(166.9)	(121.2)
Proceeds from sale of assets	77.3	50.1	102.5	100.2	4.8
Cash flows after net capital expenditure, before financing costs, tax & material items	379.7	330.9	602.5	572.1	549.9
Net interest paid	(56.3)	(59.8)	(84.8)	(84.1)	(72.3)
Tax paid	(32.0)	(93.7)	(112.5)	(168.0)	(118.4)
Cash flows before dividends & material items	291.4	177.4	405.2	320.0	359.2
Dividends/distributions paid	(184.6)	(203.6)	(244.7)	(276.3)	(158.7)
Cash flows after dividends before material items	106.8	(26.2)	160.5	43.7	200.5
Material item cash flows	(3.9)	(8.1)	(1.5)	(19.8)	53.1
On-market share buyback	-	(300.0)	-	-	-
On-market share purchases	(65.9)	(42.9)	(16.6)	(4.9)	0.9
Total cash flows from activities (before debt)	36.9	(377.3)	142.4	19.0	254.5
Net (repayment) / proceeds from borrowings	(37.0)	228.1	169.1	28.8	(245.8)
Total cash flows from activities	(0.1)	(149.2)	311.5	47.8	8.7
Opening net debt	(909.9)	(870.3)	(1,336.9)	(1,380.0)	(1,434.2)
Total cash flows from activities (above)	36.9	(377.3)	142.4	19.0	254.5
Net lease liability additions	(19.8)	(38.3)	(117.8)	(41.3)	(18.7)
Proceeds from settlement of derivatives	0.6	-	-	-	-
Net debt acquired	-	-	-	(4.9)	-
Debt revaluation and foreign exchange movements	21.9	(50.9)	(67.7)	(27.0)	140.7
Increase in net debt	39.6	(466.6)	(43.1)	(54.2)	376.5
Closing net debt	(870.3)	(1,336.9)	(1,380.0)	(1,434.2)	(1,057.7)

²⁰ F18 to F20 has been restated in accordance with IFRIC agenda decision Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS38 Intangible Assets)

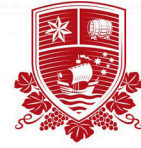
\$Am (unless otherwise stated)	1H17	1H18	1H19	1H20	1H21
EBITDAS	311.1	363.0	420.9	433.5	357.4
Change in working capital	10.7	(41.9)	(187.7)	(73.8)	85.2
Other items	(5.8)	(10.8)	7.8	7.5	19.7
Net operating cash flows before financing costs, tax & material items	316.0	310.3	241.2	367.2	462.3
Cash conversion	101.6%	85.5%	57.3%	84.7%	129.3%
Payments for capital expenditure and subsidiaries	(87.1)	(83.9)	(89.1)	(102.0)	(63.0)
Proceeds from sale of assets	31.3	35.8	26.6	28.7	2.7
Cash flows after net capital expenditure, before financing costs, tax & material items	260.2	262.1	178.8	293.8	402.0
Net interest paid	(27.8)	(28.6)	(41.9)	(43.8)	(39.6)
Tax paid	(22.8)	(70.2)	(88.7)	(123.7)	(81.1)
Cash flows before dividends & material items	209.6	163.4	48.2	126.3	281.3
Dividends/distributions paid	(88.6)	(96.0)	(122.2)	(140.2)	(55.0)
Cash flows after dividends before material items	121.0	67.3	(74.0)	(13.9)	226.3
Material item cash flows	3.1	(7.8)	(0.7)	(6.3)	36.9
On-market share buyback	-	(162.7)			-
On-market share purchases	(18.3)	(24.4)	(16.6)	(4.9)	-
Total cash flows from activities (before debt)	105.7	(127.5)	(91.2)	(25.1)	264.0
Net (repayment) / proceeds from borrowings	(15.4)	94.4	183.2	(42.2)	(217.8)
Total cash flows from activities	90.4	(33.1)	91.9	(67.3)	46.2
Opening net debt	(909.9)	(870.3)	(1,336.9)	(1,380.0)	(1,434.2)
Total cash flows from activities (above)	105.7	(127.5)	(91.2)	(25.1)	264.0
Net lease liability additions	(14.1)	(30.4)	(88.8)	(30.9)	(30.0)
Proceeds from settlement of derivatives	1.1	(0.2)	-	-	-
Net debt acquired	-	-	-	(3.2)	-
Debt revaluation and foreign exchange movements	(37.0)	13.9	(56.1)	(2.4)	169.7
Increase in net debt	55.7	(144.2)	(236.2)	(61.6)	403.7
Closing net debt	(854.2)	(1,014.5)	(1,573.1)	(1,441.6)	(1,030.5)

4.5 Key Ratios²¹

\$Am (unless otherwise stated)	F17	F18	F19	F20	F21
NSR per case (\$)	66.0	70.3	79.8	81.9	83.8
Cost of Goods sold per case (\$)	42.9	41.2	46.3	49.1	51.3
Gross profit margin (% of NSR)	40.4%	44.1%	43.8%	41.1%	39.9%
Cost of doing business margin (% of NSR)	21.2%	21.7%	20.3%	21.8%	20.0%
EBITS margin (%)	19.3%	22.4%	23.5%	19.3%	19.9%
Reported EPS	34.6	46.9	55.2	34.1	34.7
EPS (Before material items and SGARA)	38.0	49.1	57.2	41.7	42.9
ROCE	10.4%	11.7%	13.6%	10.2%	10.8%
Cash Conversion	87.2%	71.7%	78.0%	94.5%	100.8%
Cash Conversion (Excl. movement in non-current Luxury and Premium inventory)	101.3%	98.7%	90.7%	97.5%	96.9%
Luxury & Premium Contribution to Global NSR	58%	63%	69%	71%	77%
Net Debt/EBITDAS	1.5x	2.0x	1.8x	2.1x	1.6x
DPS	26.0	32.0	38.0	28.0	28.0

\$Am (unless otherwise stated)	1H17	1H18	1H19	1H20	1H21
NSR per case (\$)	69.1	70.3	80.6	87.0	82.5
Cost of Goods sold per case (\$)	46.3	42.4	47.3	49.2	50.6
Gross profit margin (% of NSR)	38.7%	41.6%	43.3%	44.5%	39.7%
Cost of doing business margin (% of NSR)	21.1%	20.4%	20.6%	21.3%	19.8%
EBITS margin (%)	17.8%	21.9%	22.7%	23.2%	19.9%
Reported EPS	17.5	22.8	29.1	27.9	16.4
EPS (Before material items and SGARA)	18.6	25.6	29.7	30.3	24.3
ROCE	11.0%	11.6%	12.4%	13.2%	9.3%
Cash Conversion	105.0%	85.5%	57.4%	84.7%	129.3%
Cash Conversion (Excl. investment in non-current Luxury & Premium Inventory)	101.3%	64.6%	52.8%	80.7%	126.9%
Luxury & Premium Contribution to Global NSR	70%	73%	70%	73%	75%
Net Debt/EBITDAS	2.1x	1.5x	2.3x	2.1x	1.5x
DPS	13.0	15.0	18.0	20.0	15.0

²¹ F18 to F20 has been restated in accordance with IFRIC agenda decision Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS38 Intangible Assets)



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