

14 strategic brands

Brand performance is now reported using 14 strategic brands. The new classification better reflects the way in which our range is managed.



	Johnnie Walker	Crown Royal	J&B	Buchanan's	Windsor	Bushmills	Smirnoff
Category	Whisk(e)y	Whisk(e)y	Whisk(e)y	Whisk(e)y	Whisk(e)y	Whisk(e)y	Vodka
	No.1 Scotch whisky in the world	No.1 Canadian whisky in the world	No.4 Scotch whisky in the world	Scotch whisky	Scotch whisky	Irish whiskey	No.1 Premium spirit by volume in the world
Key markets	Global Travel & Middle East, United States, Brazil, Thailand, Mexico	United States, Canada, Global Travel & Middle East	Spain, France, South Africa, United States, Portugal	Mexico, Venezuela, United States, Caribbean, Global Travel & Middle East	Korea, China	United States, Ireland, Global Travel & Middle East, GB, France	United States, GB, Brazil, Canada, Australia
Volume movement*	11%	1%	(6)%	2%	3%	9%	1%
Organic net sales movement	11%	3%	(8)%	14%	8%	10%	(1)%
Reported net sales movement	11%	2%	(8)%	(21)%	12%	11%	(1)%

“Our strategy is to respond to changing consumer dynamics particularly those driven by technology and the development of emerging markets. We use a combination of proven growth drivers and pioneering marketing to ensure maximum return for our investment.”

Andy Fennell
Chief marketing officer



Ketel One vodka	Ciroc	Baileys	Captain Morgan	Jose Cuervo	Tanqueray	Guinness
Vodka	Vodka	Liqueur	Rum	Tequila	Gin	Beer
Super premium vodka	Ultra premium vodka	No.1 Liqueur in the world	No.2 Brand in the rum category in the world	No.1 Tequila in the world	No.1 Imported gin in the US	No.1 Stout in the world
United States, Canada	United States, Brazil, Global Travel & Middle East	United States, GB, Germany, Global Travel & Middle East, Canada	United States, Canada, GB, South Africa, Germany	United States, Canada, Spain, Australia, Greece	United States, Spain, Canada, Global Travel & Middle East, Greece	Ireland, Nigeria, GB, United States, Cameroon
1%	123%	3%	4%	4%	3%	2%
1%	126%	1%	4%	3%	4%	3%
—	122%	—	4%	1%	3%	2%

*Organic equals reported movement for volume.