PERNODRICARD
AT A GLANCE
Forty years ago this year, Paul Ricard and Jean Hémard founded Pernod Ricard. The two partners set out to take on the world, with the ambitious goal of one day becoming the global leader in the sector. With direct operations in 85 countries, the Group is now the world’s second-largest wine and spirits company and continues to expand worldwide, the latest addition being a new affiliate in Mozambique.

One of the milestones of 2015 was the appointment of Paul Ricard’s grandson, Alexandre Ricard, as Chairman and Chief Executive Officer. Since taking the reins in February, Alexandre Ricard has set his sights on making the Group the global industry leader. He has established two priorities to reach this goal: top line growth – which he calls “the mother of all battles” – and instilling a winning mindset in each of the company’s 18,000 employees. “My key goal isn’t change but acceleration”, Mr Ricard told analysts and investors at Capital Market Day, on 4 June 2015.

The Group has initially decided to focus on revamping its strategic model, in light of the ongoing challenges posed by the macroeconomic environment. The model draws on the fundamentals that underpin Pernod Ricard’s success: a complete portfolio of Premium brands; a strategy based on Premiumisation, growth and innovation; a unique corporate culture; and a decentralised organisation.

The new model places consumers at the centre of the Group’s entire strategic approach, which is based on the idea that shoppers are no longer loyal to a single brand, but rather to a variety of brands, choosing one that matches each occasion. Faithful to their role as “Créateurs de Convivialité”, the people at Pernod Ricard aim to ensure that each of the company’s brands are present to enhance these convivial occasions.

Four ‘essentials’ – Operational Excellence, Talent Development, Sustainability & Responsibility and Route to market/Consumer – and four ‘accelerators’ – Portfolio Management, Digital Acceleration, Innovation, Premiumisation and Luxury – form the capstone of the model, which is applied to all the Group’s ‘battlegrounds’.

This “At a glance” report provides an overview of all the elements required to understand Pernod Ricard in a few pages, from strategy to key figures, organisation and governance.

Key dates

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1975</td>
<td>Pernod Ricard founded.</td>
</tr>
<tr>
<td>1988</td>
<td>Acquisition of Irish Distillers.</td>
</tr>
<tr>
<td>1989</td>
<td>Acquisition of the Orlando Wyndham Group.</td>
</tr>
<tr>
<td>2001</td>
<td>Acquisition of a stake in Seagram’s Wine &amp; Spirits business.</td>
</tr>
<tr>
<td>2005</td>
<td>Acquisition of Allied Domecq, in partnership with Fortune Brands.</td>
</tr>
<tr>
<td>2013</td>
<td>Responsible drinking: the Group launches the Wise Drinking app.</td>
</tr>
<tr>
<td>2014</td>
<td>Pernod Ricard acquires a majority shareholding in Avión Premium tequila.</td>
</tr>
<tr>
<td>2015</td>
<td>40th anniversary</td>
</tr>
<tr>
<td>2015</td>
<td>Alexandre Ricard becomes Chairman and Chief Executive Officer on 11 February 2015.</td>
</tr>
<tr>
<td>2008</td>
<td>Acquisition of Vin&amp;Sprit, owner of Absolut vodka.</td>
</tr>
<tr>
<td>1993</td>
<td>Joint venture formed with Havana Club International.</td>
</tr>
<tr>
<td>1989</td>
<td>Acquisition of Allied Domecq, in partnership with Fortune Brands.</td>
</tr>
<tr>
<td>2001</td>
<td>Acquisition of a stake in Seagram’s Wine &amp; Spirits business.</td>
</tr>
<tr>
<td>2005</td>
<td>Acquisition of the Orlando Wyndham Group.</td>
</tr>
<tr>
<td>2013</td>
<td>Responsible drinking: the Group launches the Wise Drinking app.</td>
</tr>
<tr>
<td>2014</td>
<td>Pernod Ricard acquires a majority shareholding in Avión Premium tequila.</td>
</tr>
</tbody>
</table>

Key figures

<table>
<thead>
<tr>
<th>No.1 WORLDWIDE</th>
<th>No.2 WORLDWIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>in Premium and prestige spirits</td>
<td>in wines &amp; spirits</td>
</tr>
<tr>
<td>19 BRANDS among the top 100 worldwide</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key figures</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. 1 WORLDWIDE in Premium and prestige spirits (2)</td>
</tr>
<tr>
<td>No. 2 WORLDWIDE in wines &amp; spirits</td>
</tr>
<tr>
<td>19 BRANDS among the top 100 worldwide (1)</td>
</tr>
<tr>
<td>€8,558 M in sales</td>
</tr>
<tr>
<td>18,421 employees</td>
</tr>
<tr>
<td>€2,238 M in profit from recurring operations up 2% compared with 2013/14 (3)</td>
</tr>
</tbody>
</table>

A new strategic model: our 8 business priorities

Pernod Ricard’s new strategic policy does not represent a radical change: it’s a new synthesis that brings together all of the Group’s traditional tenets – decentralisation, Premiumisation and a unique corporate culture – plus new growth drivers, to create a single strategic model containing eight business priorities.

This model is centred on consumers, who are the focus of four ‘essentials’: Operational Excellence, Talent Development, Sustainability & Responsibility and Route to market/Consumer. These are coupled with four ‘accelerators’: Portfolio Management, Digital Acceleration, Innovation, and Premiumisation and Luxury. These eight priorities must all contribute to a single objective: increased turnover.

4 Essentials for capitalising on our fundamental principles

The 4 Essentials should be viewed as the foundation on which the 4 Accelerators will rest. The aim of Operational Excellence is to streamline our procedures by taking advantage of our uniquely decentralised organisation. By setting priorities, simplifying tasks and pooling resources, the Group can redouble the speed and agility of its organisation. Our second priority is Talent Development: the Group capitalises on its unique culture both to develop its in-house staff and to attract talented new employees. The third essential, Sustainability & Responsibility, has long been a Pernod Ricard mainstay and now needs to be taken even further, to encompass the Group’s entire brand territory and become a driver of positive, long-term growth. Lastly, Route to market/Consumer is a critical concern: it determines how our brands are available, visible and activated among consumers within both traditional distribution channels (On-Trade, Off-Trade and Travel Retail) and new ones (e-Commerce and Home-Trade).

4 Accelerators for gaining speed in our operations

The 4 Accelerators are major growth drivers for Pernod Ricard. Thanks to a Portfolio Management that is among the most comprehensive in the industry, the Group can capitalise on every moment for consumption and convivialité. The goal is simple: to place the most appropriate product from the portfolio at the centre of each of these moments. Digital Acceleration is another growth driver, one that can now give us a worldwide presence as we seek to build a direct relationship with consumers. Innovation is a time-tested component of Pernod Ricard’s strategy and remains the critical nexus of the Group’s future growth when it comes to services, experiences and custom-tailored products: an entire ecosystem focusing on innovations with high potential. The last accelerator is Premiumisation and Luxury: continuing our efforts to move our brand portfolio upmarket and capture the luxury market with the aim of becoming the market leader.
The brand portfolio

Since its inception, Pernod Ricard has built a unique Premium brand portfolio with international reach, covering all categories of wines and spirits.

THE TOP 14 SPIRITS AND CHAMPAGNE BRANDS

2 global icons
distributed across all channels, they are priority growth drivers in each market and receive substantial advertising and promotional investment.

7 Strategic Premium spirits brands
designed to become the icons of tomorrow; these seven brands are distributed in all channels. They are supported by significant investment, which is targeted according to local market conditions.

5 Strategic Prestige spirits and champagne brands
flagships of the Group’s Premiumisation strategy; these brands are particularly appealing to consumers who are drawn to luxury and expect an exclusive and privileged relationship. They are mainly offered in select channels (wine merchants, prestigious establishments, etc.).

5 PRIORITY PREMIUM WINE BRANDS
increasingly popular during moments of consumption previously reserved for spirits, such as the aperitif; priority wines have been grouped into one organisation, Pernod Ricard Winemakers, in order to develop a global portfolio strategy.

18 KEY LOCAL SPIRITS BRANDS
through their strong local presence, particularly in the off-trade segment, they ensure the Group’s leadership in strategic markets.

 Organisation

Decentralisation is the founding principle behind Pernod Ricard’s organisation. Continuous dialogue between the Brand Companies and the Market Companies ensures the involvement of all stakeholders in the business, and a decision-making process that is as close as possible to the consumer.

The Headquarters defines the major strategic guidelines, coordinates global actions, and monitors compliance with the Group’s policies.
The Market Companies promote and market both local and international Group brands in the local markets under their responsibility, with the common goal of achieving operational excellence.

**MANAGEMENT COMMITTEES**

**Pernod Ricard Americas**

- PHILIPPE GUÉGUET (Chairman & CEO)
- CHRISTIAN PORTA (Pernod Ricard Americas)
- LELLO MARCO (President & CEO)
- ANTONIO GUERRINI (President & CEO)
- PATRICK O’DRISCOLL (Managing Director)
- CHRISTIAN BARRÉ (Managing Director)
- DAVID HAUGHTON (VP Operations)
- LAURENCE BUCKNER (VP Finance)

**Pernod Ricard Asia**

- PHILIPPE SAVINEL (Chairman & CEO)
- MATHIEU DESLANDES (President & CEO)
- CHRISTIAN DIETTE (Managing Director)
- FRANÇOIS PUCHOCKI (Group Financial Director)
- BERNARD PECH (Group Human Resources Director)
- VINCENT TURPIN (Chief Administrative and Financial Officer)
- BERNARD GENOT (Chairman & CEO)
- TONY SCHOFIELD (Managing Director)
- VINCENT TURPIN (Managing Director)
- DAVID FREEBORN (Managing Director)
- STEPHEN MOOKER (Managing Director)
- JOSÉ MIGUEL SENA (Managing Director)
- JAVIER HERRERA (Managing Director)
- LAURENT PILLET (Managing Director)
- CHRISTIAN PORTA (Chairman & CEO)
- JACQUES AIME (Pernod Ricard Americas)
- ANTOINE BROCAS (Pernod Ricard Americas)
- FRANCOIS GERMAN (Pernod Ricard Americas)
- RONALD KENNY (Pernod Ricard Americas)
- PHILIPPE GUÉGUET (Managing Director)
- CHRISTIAN BARRÉ (Managing Director)
- DAVID HAUGHTON (Managing Director)
- STEPHEN MOOKER (Managing Director)
- JOSÉ MIGUEL SENA (Managing Director)
- JAVIER HERRERA (Managing Director)
- STEPHEN MOOKER (Managing Director)
- PHILIPPE SAVINEL (Chairman & CEO)
- MATHIEU DESLANDES (President & CEO)
- CHRISTIAN DIETTE (Managing Director)
- FRANÇOIS PUCHOCKI (Group Financial Director)
- BERNARD PECH (Group Human Resources Director)
- VINCENT TURPIN (Chief Administrative and Financial Officer)

**Pernod Ricard EMEA**

- PHILIPPE SAVINEL (Chairman & CEO)
- MATHIEU DESLANDES (Executive Chairman)
- CHRISTIAN STATT (Commerical Director)
- FRANÇOIS PUCHOCKI (Group Financial Director)
- BERNARD PECH (Group Human Resources Director)
- VINCENT TURPIN (Chief Administrative and Financial Officer)
The global spirits market

Category focus

Breakdown of international spirits consumption(1)

- 1: White spirits & rums 43%
- 2: Scotch whiskies 19%
- 3: Other whiskies 14%
- 4: Liqueurs 10%
- 5: Cognac & brandy 7%
- 6: Bitters 6%
- 7: Anise-based spirits 2%

Breakdown of Pernod Ricard’s(2) volumes & the Group’s position(2)

- 1: White spirits & rums No. 3 / 37%
- 2: Scotch whiskies No. 2 / 27%
- 3: Liqueurs No. 2 / 10%
- 4: Other whiskies No. 4 / 10%
- 5: Anise-based spirits No. 1 / 9%
- 6: Cognac & brandy No. 3 / 4%
- 7: Bitters No. 2 / 3%

Regional focus

Evolution in global spirits consumption by geographical region

- 1: North America 36%
- 2: Western Europe 27%
- 3: Central & South America 13%
- 4: Eastern Europe 8%
- 5: Asia 8%
- 6: Travel Retail 4%
- 7: Africa / Middle East 4%
- 8: Oceania 2%

Evolution in volume from 2013 to 2014

Source: ISWR data, volumes at late 2014.
* Internal data.

Breakdown of global spirits consumption by geographical region

- 1: White spirits
- 2: Scotch whiskies
- 3: Other whiskies
- 4: Liqueurs
- 5: Cognac & brandy
- 6: Bitters
- 7: Anise-based spirits

Pernod Ricard
3 regions for global leadership

Routing among international groups

EUROPE, AFRICA AND MIDDLE EAST

- No. 1 in France
- No. 1 in Spain
- No. 1 in Poland
- No. 2 in Germany
- No. 2 in the Nordic Countries
- No. 2 in the United Kingdom
- No. 2 in Italy
- No. 3 in Eastern Europe
- No. 2 in Greece
- No. 1 in Russia
- No. 1 in the Czech Republic
- No. 1 in Ireland
- No. 2 in South Africa
- No. 2 in Angola
- No. 2 in Turkey
- No. 1 in Portugal

AMERICAS

- No. 3 in the United States
- No. 3 in Canada
- No. 4 in Mexico
- No. 2 in Chile

TRAVEL RETAIL

- No. 2 in Travel Retail

ASIA-PACIFIC

- No. 1 in India
- No. 1 in China
- No. 2 in Thailand
- No. 2 in South Korea
- No. 2 in Japan
- No. 3 in Australia
- No. 1 in Malaysia

Evolution in international spirits consumption by price segment(3)

--premium
- standard

Examples of brands in the Pernod Ricard portfolio

- Jameson, Ricard, Beefeater, Absolut, Ballantine’s Finest, KalUA
- 100 Sopers, Seagram’s Gin, Malibu

Evolution in volume from 2013 to 2014

Average annual evolution from 2004 to 2014


Source: ISWR data, volumes at late 2014 for ‘international spirits’.

(2) Ranking among international groups.
(3) Price for a 75 cl bottle in the United States.
The Pernod Ricard Board of Directors oversees the Group’s governance, in accordance with ethics and transparency rules. The Board members, who bring together complementary skills and experience, ensure that the Group pursues its strategy and is managed in the best interests of the business and its shareholders.

ORGANISATION AND METHOD OF OPERATION

The Board of Directors is composed of 14 members (including two Directors representing employees), with 6 independent Directors. Pernod Ricard applies the independence criteria established in the AFEP-MEDEF Code. (Note that the two Employee Directors are not taken into account when ascertaining the Board’s independence.) The upcoming renewal of Board members’ terms in 2015 and 2016 should provide an opportunity for the Group to make further progress toward diversity and gender balance.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS DURING THE FINANCIAL YEAR

At the Shareholders’ Meeting held on 6 November 2014, Ms Martina Gonzalez-Gallarza and Mr Ian Gallienne saw their terms renewed for four years, and Mr Gilles Samyn was appointed to a four-year term as Director.

At the Board of Directors meeting held on 11 February 2015, Ms Veronica Vargas was co-opted as a Director, replacing Ms Danièle Ricard. This co-option is subject to ratification at the Shareholders’ Meeting that will take place on 6 November 2015.

THE BOARD OF DIRECTORS IN 2014/2015

The Board of Directors met nine times during the financial year that closed on 30 June 2015, with an attendance rate of 97.5%. The average length of the meetings was approximately three and a half hours.

The Board approved the half-year and annual financial statements as well as the financial communication policy, examined the budget, oversaw preparations for the Combined Shareholders’ Meeting and approved the proposals for resolutions. The state of the business – activity, results and cash flow – was discussed at each meeting.

The Board devotes much of its agenda to reports and discussion concerning the work of its Committees, examining governance issues such as the decision to reunite the Chairman and Chief Executive Officer functions, as well as its own composition. The Board also commissioned a formal external review of its work by an outside firm.

As at 30 June 2015, the Board of Directors is composed of:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALEXANDRE RICARD</td>
<td>Chairman and Chief Executive Officer</td>
</tr>
<tr>
<td>PIERRE PRINGUET</td>
<td>Vice-Chairman of the Board of Directors</td>
</tr>
<tr>
<td>NICOLE BOUTON</td>
<td></td>
</tr>
<tr>
<td>LAURENT BURELLE</td>
<td></td>
</tr>
<tr>
<td>WOLFGANG COLBERG</td>
<td></td>
</tr>
<tr>
<td>IAN GALLIENNE</td>
<td></td>
</tr>
<tr>
<td>CÉSAR GIRON</td>
<td></td>
</tr>
<tr>
<td>MARTINA GONZALEZ-GALLARZA</td>
<td></td>
</tr>
<tr>
<td>ANDERS NARYINGER</td>
<td>Permanent Representative of Société Paul Ricard</td>
</tr>
<tr>
<td>PAUL-CHARLES RICARD</td>
<td></td>
</tr>
<tr>
<td>GILLES SAMYN</td>
<td></td>
</tr>
<tr>
<td>VERONICA VARGAS</td>
<td></td>
</tr>
<tr>
<td>SYLVAIN CARRÉ</td>
<td>Employee Director</td>
</tr>
<tr>
<td>MANOUSOS CHARKOFTAKIS</td>
<td>Employee Director</td>
</tr>
<tr>
<td>HERVÉ JOUANNO</td>
<td>Executive Committee representative to the Board (non-Director)</td>
</tr>
</tbody>
</table>
Committees of the Board of Directors

The Board of Directors delegates responsibility to its specialised committees for the preparation of specific topics submitted for its approval. Four Committees – the Strategic Committee; Audit Committee; Nominations, Governance and CSR Committee; and Compensation Committee – put forward topics relevant to their area of responsibility and submit their opinions and recommendations to the Board.

Strategic Committee
Composition as at 30 June 2015:

Chairman: Mr Alexandre Ricard
Members: Mr Laurent Burelle, Mr Wolfgang Colberg, Mr César Giron, Mr Florian Vallat

Half of the Directors who sit on the Strategic Committee are independent Directors (50%). The Strategic Committee (created in 1999) met once in 2014/2015, to review the strategic challenges facing the Group. The attendance rate was 84%.

Audit Committee
Composition as at 30 June 2015:

Chairman: Mr Laurent Burelle
Members: Mr Alexandre Narvinger, Mr César Giron, Mr Pierre Pringuet

The seven Directors who sit on the Audit Committee are independent Directors (100%). The members of the Audit Committee are fully conscious of their role in accounting and finance, assessed in terms of their training and professional experience.

The Audit Committee met four times in 2014/2015, with an attendance rate of 100%.

In accordance with its Internal Regulations and in liaison with the Statutory Auditors and the Consolidation, Finance and Internal Audit Departments of the Company, the Audit Committee’s work mainly related to the following issues:

- review of the internal procedures of French and foreign legislation or regulations and comments with regard to corporate governance, risk management, Internal Control and audit matters;
- examination of the consolidated financial situation as at 31 December 2014;
- review of the consolidated financial statements as at 30 June 2015 (these financial statements were reviewed at the meeting of 15 August 2015);
- monitoring of the Group’s cash flow and debt;
- risk management review;
- Internal Control assessment;
- review of Internal Audit reports drafted during the 2014/2015 financial year;

Nominations, Governance and CSR Committee
Composition as at 30 June 2015:

Chairwoman: Ms Nicole Bouton
Members: Mr César Giron, Mr Alexandre Narvinger

Two of the three Directors who sit on the Nominations, Governance and CSR Committee are independent Directors (66.66%). Mr Alexandre Ricard, in his capacity as Chairman and CEO, is also with the Committee on matters related to the appointment of Directors, in accordance with the AFEP-MEDEF Code.

This Committee met five times in 2014/2015, with an attendance rate of 100%.

The main activities of the Nominations, Governance and CSR Committee during the year were as follows:

- annual review of the terms applicable to the Company’s retirement schemes and any other benefits granted to Directors;
- annual review of the Group’s Corporate Social Responsibility action plan;
- annual review of the CSR issues and the Group’s action plans;
- annual reviews of Pernod Ricard S.A. policy on equal opportunities and pay;
- formal review of the Group’s Talent Management policy.

Compensation Committee
Composition as at 30 June 2015:

Chairwoman: Ms Nicole Bouton
Members: Mr Ian Gallienne, Mr Alexandre Narvinger, Mr Maxim Charkofsky

All Directors sitting on the Compensation Committee, excluding the Employee Director, are independent Directors (100%).

During the 2014/2015 financial year, the Compensation Committee met five times, with an attendance rate of 100%.

The main activities of the Compensation Committee during the year were as follows:

- review and proposals to the Board of Directors on the compensation to be paid to the Executive Directors and on provisions relating to their retirement schemes and any other benefits granted to them;
- proposals and annual review of the rules that determine the variable portion of the compensation of Executive Directors in line with the Company’s short-term, medium-term and long-term strategies;
- recommendations on the total amount of Directors’ fees to be submitted for approval to the Shareholders’ Meeting, as well as how they should be distributed;
- follow-up on the compensation policy governing senior managers of Pernod Ricard group companies;
- work to ensure that the compensation policy for senior managers is consistent with the policy for Executive Directors;
- proposals on the general policy for allocation of stock options and performance-based shares, in particular the terms applicable to the Company’s Executive Directors;
- approval of information provided to the shareholders in the annual report on the various activities of the Compensation Committee.

Management Structures

The Group’s management structures are organised around the General Management, the Executive Board and the Executive Committee. The Executive Board is composed of the General Management, the General Counsel and the Global Business Development Director. The Executive Committee is composed of the Executive Board and the Chairmen of the direct affiliates.

General Management
Since 1 February 2015, the General Management of the Group has been carried out by the Chairman & CEO and two Managing Direc- tors responsible for Finance & Operations and Human Resources & Corporate Social Responsibility, respectively.

The General Management coordinates the Group Executive Commit- tee’s meetings. Meetings between General Management and the direct affiliates are held several times a year; topics covered include strategy, the budget, business reviews and every other year the four-year plan.

Executive Board

The Executive Board is the permanent body responsible for coordi- nating and directing the Group. It is comprised of the Group’s General Management, General Counsel and Global Business Development Director.

The Executive Board initiates and reviews all decisions relating to Group affairs and submits each matter to the Board of Directors when approval is required. It also organises the work of the Executive Committee.

As at 1st September 2015, the Executive Board is composed of:

ALEXANDRE RICARD
Chairman & CEO

GILLES BOGAERT
Managing Director, Finance and Operations

BRUNO RAIN
Managing Director, Human Resources and Corporate Social Responsibility

IAN FITZSIMONS
General Counsel

CONOR MCQUAID
Global Business Development Director

(*) Independent Director *(1) Employee Director

(1) In accordance with the AFEP-MEDEF Code, Employee Directors are not taken into account when calculating the percentage of independent Directors.
The Executive Committee helps develop the Group’s strategy and coordinates between the Headquarters and the affiliates, as well as among the affiliates themselves (Brand Companies and Market Companies). Working under the authority of the General Management, the Committee is responsible for conducting the Group’s business activities and ensuring that its main policies are applied.

In this capacity, during its monthly meetings (11 per year), the Executive Committee:
- analyses the progress of the Group’s activities;
- actively participates in setting financial and operating objectives (financial results, debt and qualitative objectives);
- reviews brand and market strategies, analyses results and evaluates any changes in the organisation;
- approves the Group’s main policies and ensures they are implemented.
Pernod Ricard Headquarters is composed of the Group’s nine functional departments, which are organised around the General Management. These departments spearhead the Group’s strategy in their respective areas of expertise and coordinate implementation with the affiliates. They are tasked with uniting the entire organisation behind the Group’s two priorities: accelerating the topline growth and instilling a winning mindset at every level.
18,000 employees united behind a strong corporate culture

Pernod Ricard’s organisational model is embodied first and foremost by the Group’s corporate culture, which ensures cohesion and a commitment to reaching goals among all employees. This represents a substantial competitive advantage and one of the main factors driving the Group’s success.

Key Corporate Social Responsibility principles

Pernod Ricard is convinced that its financial performance is inseparable from its social responsibility. Its constant aim is to reconcile economic efficiency with social welfare and environmental protection.

The Group fully complies with the 10 principles of the United Nations Global Compact. A pioneer in Corporate Social Responsibility, with the creation almost fifty years ago of the Institut Océano-graphique Paul Ricard or the IREB** by Jean Hémard, Pernod Ricard has made ethics a core principle of its development.

The Group continues to perpetuate the heritage of its founders through its CSR model, based on three priorities and the empowerment of its employees.

The first of these priorities is promoting responsible drinking. The Group ensures the five commitments signed by the industry (IARD**) such as reducing drink driving.

The second priority is economic performance which is inseparable from its social responsibility.

Lastly, activating these three drivers is based on one fundamental principle, placed at the center of our CSR model: empowering our employees as both beneficiaries and ambassadors. Pernod Ricard’s annual initiative, Responsib’ ALL Day, organized for the fifth consecutive year on 11 June 2015, is a great example of our employees’ commitment to CSR. From Auckland to Los Angeles, all employees stop their activities and dedicate an entire day to promoting responsible drinking, the first priority of our CSR model.

The Group fully complies with the 10 principles of the United Nations Global Compact.

** International Alliance for Responsible Drinking.

CSR POLICY: 4 AREAS OF COMMITMENT

- 95% of affiliates carried out at least one responsible drinking initiative in 2014/2015
- 92% of affiliates display the “no alcohol for pregnant women” logo on their bottles
- 8% reduction in workplace accidents resulting in lost time
- 78% of employees have taken part in training
- 16% reduction in energy consumption and 26% reduction in CO2 emissions per unit produced at production sites between 2010 and 2015
- 96% of production sites have ISO 14001 certification
- 629 suppliers have signed a pledge to comply with sustainability principles (at end-June 2015)
- 60% of affiliates have conducted at least one initiative in support of local community development
- 83% of employees are aware of the CSR policy and the four areas of commitment
- 90% believe that their affiliate is a socially responsible stakeholder in its community
- 85% say that they are encouraged within their department to act responsibly

Key figures I SAY survey June 2015

In June 2015, Pernod Ricard launched the third edition of I SAY, a global opinion survey that achieved an exceptional 84% response rate. It is worth noting that the results remained stable – at levels far above those of other fast-moving consumer goods companies (FMCGs) – despite the difficult macroeconomic environment and the implementation of the Allegro operational excellence project throughout 2014/2015.

- 94% are proud to work for Pernod Ricard (7% above the FMCG average)
- 94% wholeheartedly share the Group’s values (7% above the FMCG average)
- 87% employees engagement rate (7% above the FMCG average)

Key figures I SAY survey June 2015

The I SAY survey conducted in June 2015 demonstrates that employees understand and support the Corporate Social Responsibility policy.
PERNOD RICARD

A French public limited company
with share capital of €411,403,467.60

HEADQUARTERS

12 Place des États-Unis
75783 PARIS CEDEX 16 – France
Tel.: +33 1 41 00 41 00
Fax: +33 1 41 00 41 41
582 041 943 RCS Paris