

**CAPITAL
MARKETS
DAY 2022**
Pernod Ricard

**THE CONVIVIALITY
PLATFORM STRETCHING
GROWTH IN EMEA
LATAM WITH FOCUS ON
GERMANY AND SUB-
SAHARAN AFRICA**



GILLES BOGAERT

Chairman and CEO
Pernod Ricard EMEA LATAM



JOELLE FERRAN

CFO
Pernod Ricard Western Europe



NTHABISENG MOTSOENENG

Marketing Director
Pernod Ricard Sub-Saharan Africa



SOLA OKE

Managing Director
Pernod Ricard Western Africa

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**AMPLIFYING GROWTH
IN EMEA LATAM
WITH THE CONVIVIALITY
PLATFORM**

**FOCUS ON GERMANY
AND SUB-SAHARAN AFRICA**



GILLES BOGAERT

Chairman and
CEO PR EMEA LATAM

Transform & Accelerate strategy has driven excellent performance across the region

Sales acceleration

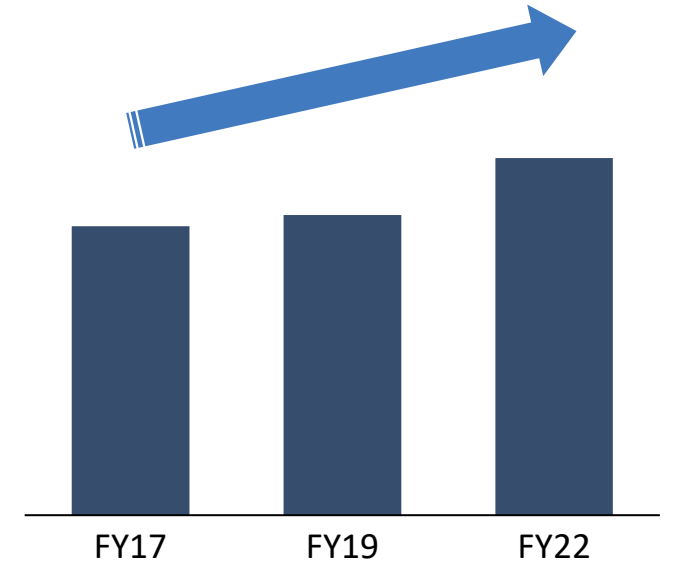
2X Growth

FY'19-22 vs FY'17-19

Market share gains
over 3 years



Strong margin expansion
in past 3 years



Business acceleration fuelled by successful execution of key transversal battlegrounds and active portfolio management...

More from the Core

Win the Whisky War



Boost Prestige Portfolio



Expand Beyond

Leverage the Aperitif Opportunity

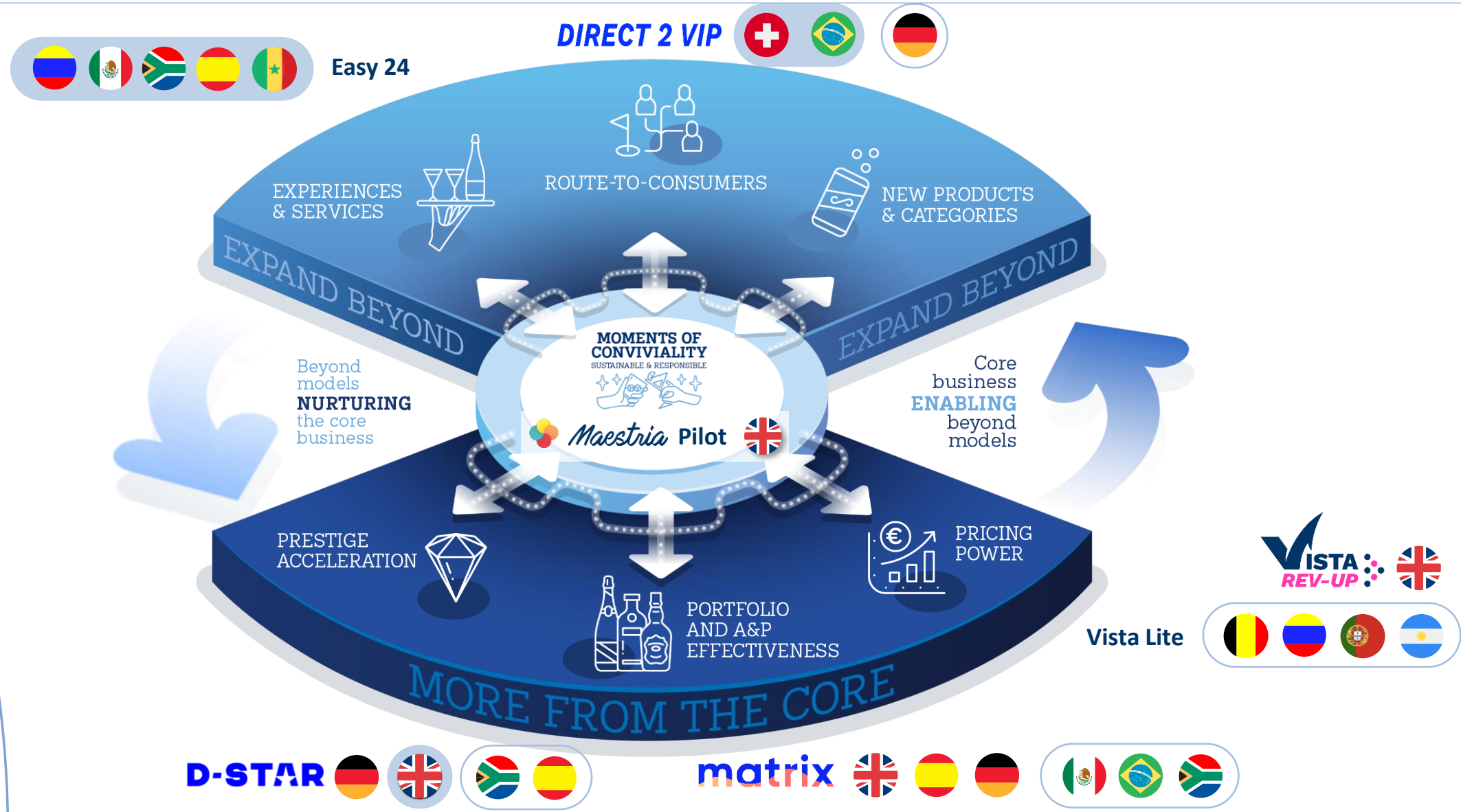


Drive Innovation

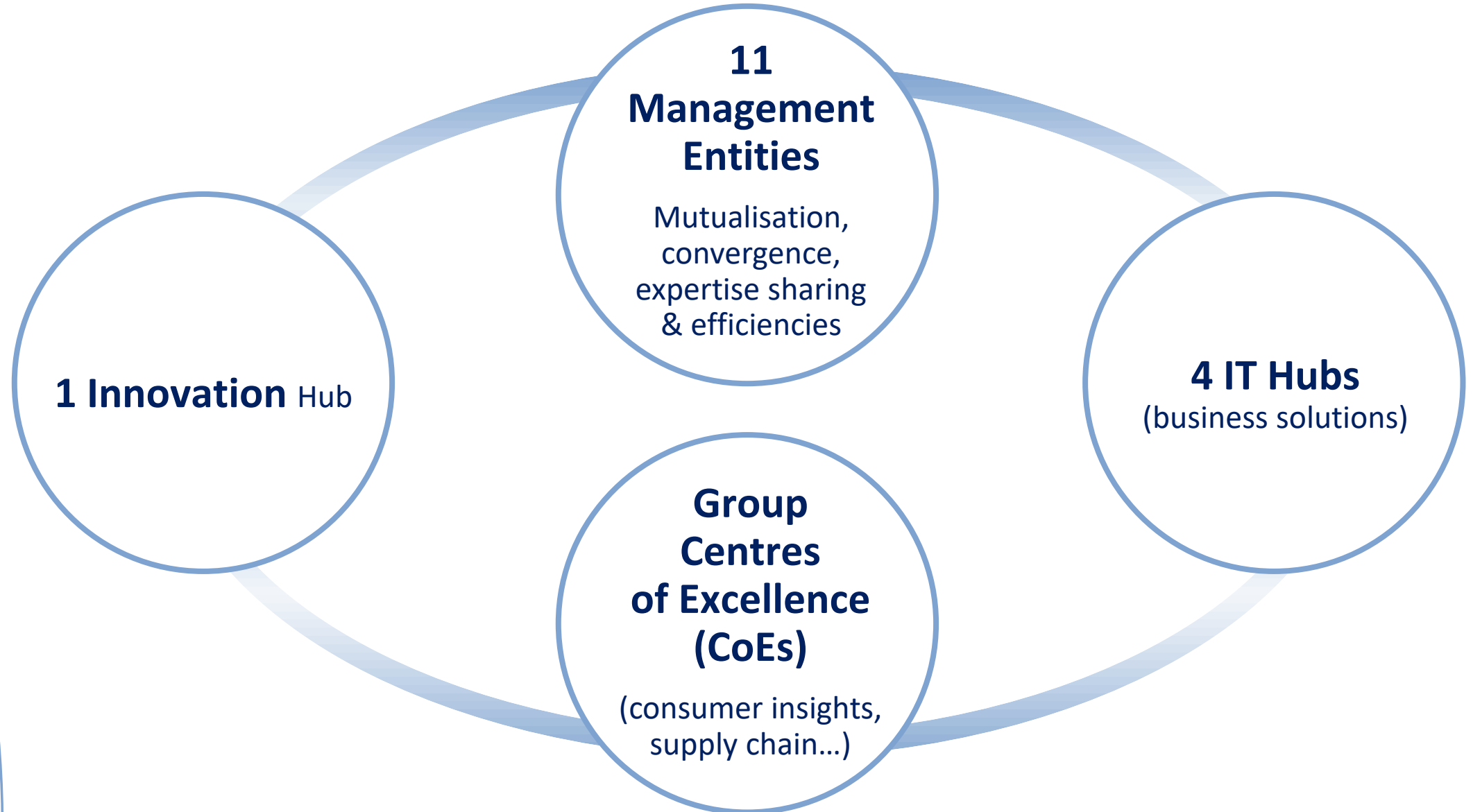


...with performance enhanced by digital transformation (KDPs) throughout region...

Started Planned



...and an evolving organization balancing consumer centricity, expertise sharing and synergies



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PERNOD RICARD DEUTSCHLAND:

A WINNING MODEL THAT KEEPS
REINVENTING ITSELF



JOELLE FERRAN
CFO Western Europe



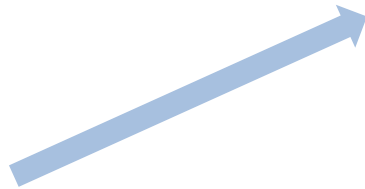
PR Deutschland

Very dynamic Sales and share gains over past 3 years

Sales Acceleration

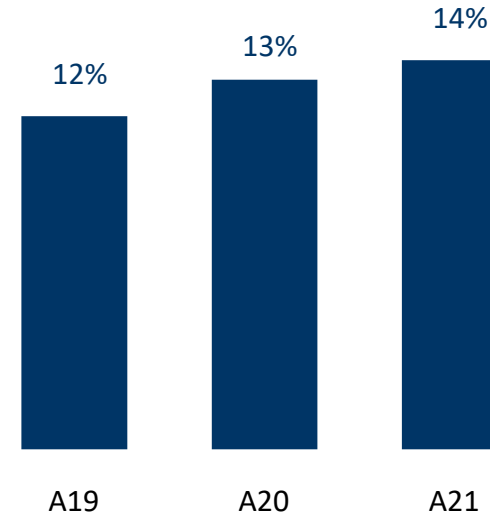
Net Sales CAGR FY19-FY22

Double-digit



Leadership reinforcement

Market Share¹



Betting on the right brands at the right moment and building new growth relays to fuel growth...

Strong Focus on 4 Star Brands



Active Portfolio Management to further leverage the aperitif opportunity



Boost Prestige Portfolio



Drive Innovation at scale



...powered by our KDP deployment

Marketing
Effectiveness

matrix

FY21

Data empowered Sales team

D-STAR

FY22

Prestige
New RTM

DIRECT 2 VIP

Promotional
Effectiveness

VISTA
REV-UP

FY23

Lillet, our success story

2011 – 2015: SEEDING

LOCAL APPROACH



METROPOLE APPROACH



>1mLt¹

NATIONAL "BIG BANG" LAUNCH



2016 – 2022: FROM GROWTH RELAY TO STAR

BRING THE BRAND TO LIFE



>4mLt



NEW BRAND ERA powered by **matrix**

>6mLt



1. Sell-Out volumes

1

Optimizing A&P strategy on best touchpoints

Confirmed efficiency of Lillet touchpoints

Improved TV media strategy

Reduced spend on non-profitable activations

Enhanced social networks strategy



2

Freeing up resources for new product launches

Dedicated launch campaigns for new product development



Strong ATL & BTL¹ support with fast distribution gains



Influencer activations



1. ATL & BTL: above the line and below the line

Boosting Prestige Expanding Beyond in particular thanks to

DIRECT 2 VIP

Focusing on High-end Gastronomy, B2B, Hometainment



Expanding further with products, services & experiences



Prestige
Portfolio



Rare Unique
& Collectables



Casks



Personalization



Exclusive
experiences



Luxury Brand
Home Tour

Le Cercle platform with exclusive invitation-only access

CRM tool to personalize 1-to-1 interactions to VIP consumer

Sales Uplift with higher margins

drives sales force to more value-adding tasks, increasing visit efficiency and unleashing growth potential

BENEFITS FROM D-STAR

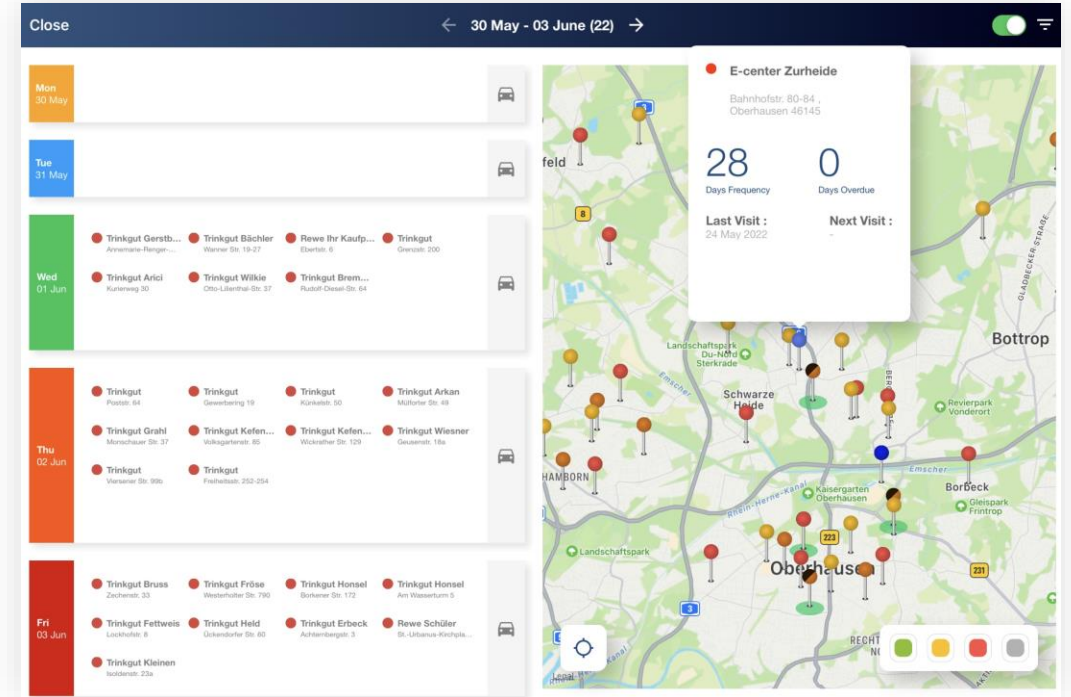
Recommendation of stores based on data and insights
70% visited

Reduction in visit preparation time

Maximization of visit ROI
4.5/5

Unleashing the potential of all the stores

HIGHLY ACCEPTED BY SALES FORCE



Increased distribution and better execution (promotions, listings and visibility)

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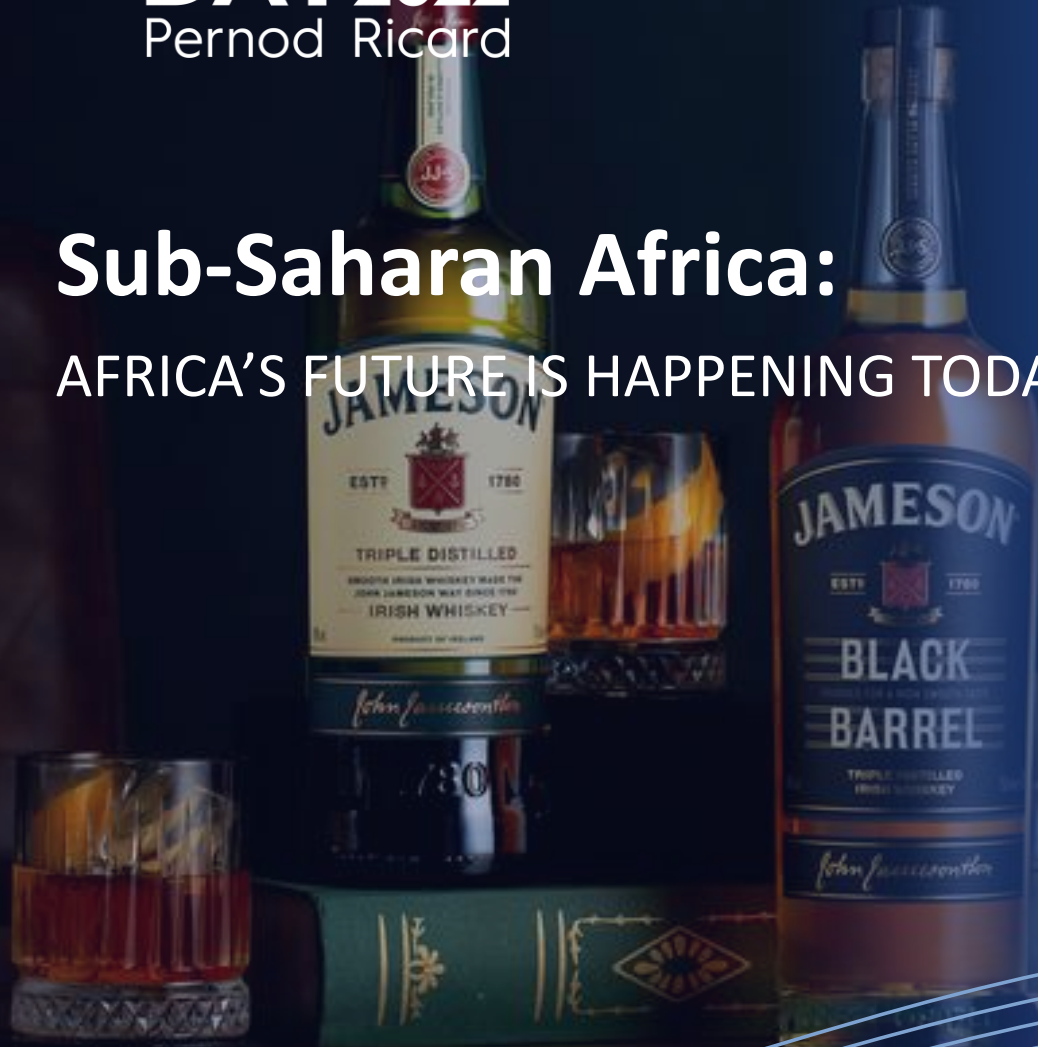
Sub-Saharan Africa:
AFRICA'S FUTURE IS HAPPENING TODAY!



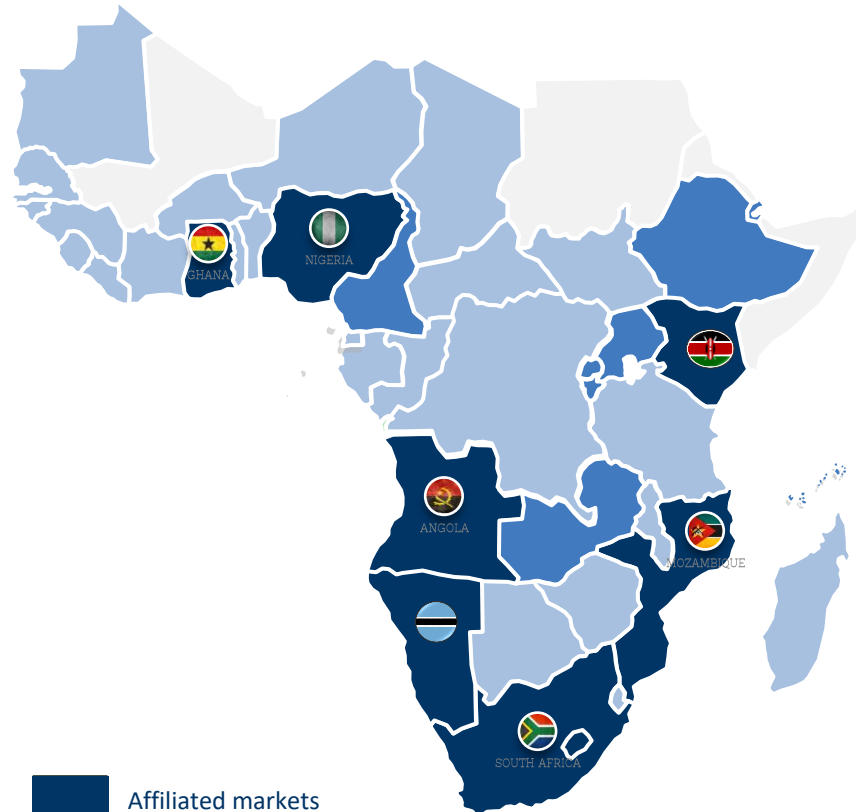
**NTHABISENG
MOTSOENENG**
Marketing Director of PR SSA



SOLA OKE
Managing Director Western Africa



SSA Landscape and Context



- Affiliated markets
- Exclusive distributors
- Non-exclusive distributors
- Inactive markets (eg. dry ones)

4 Clusters

7 Affiliates

36 Active Markets

Young and resilient population..
PR positioned closer to our consumers..

Sales Acceleration
2X Growth

FY'19-22 Vs FY'17-19

SSA | The journey to a Conviviality Platform

MORE FROM THE CORE
to maximize value share



Portfolio

Portfolio Prioritisation & A&P
Effectiveness

Prestige Acceleration

Pricing Power to deliver value



Organization

Next Gen Marketing

A stronger focus on
Experience: Excellence
in Execution

EXPAND BEYOND
to pioneer new terrains
of value creation



Data Transformation

Leveraging Data (KDPs)

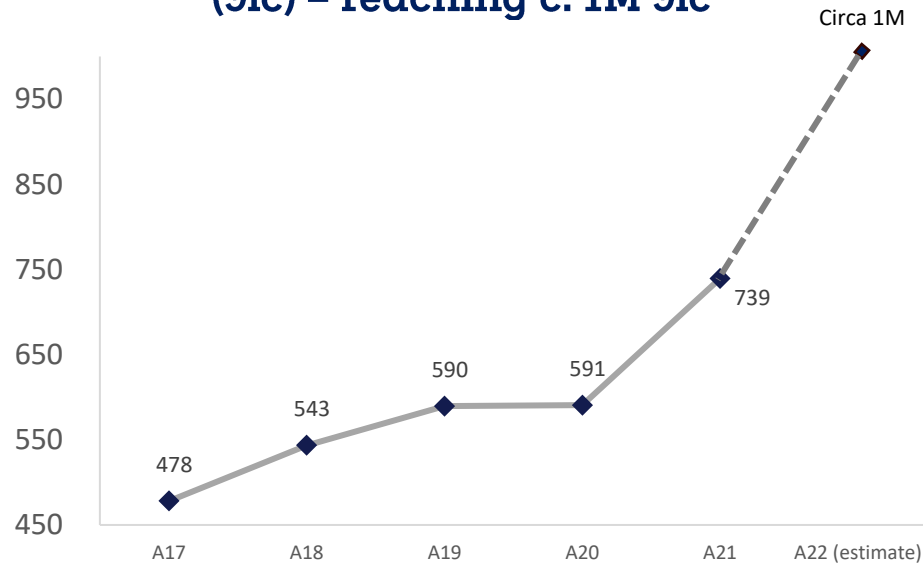
Route to Consumer

Jameson accelerating growth in Sub-Saharan Africa

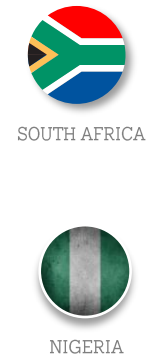
driven by the impact of the right insights and portfolio focus



Jameson – SSA - Volumes evolution
(9lc) – reaching c. 1M 9lc



Growing market share



SOUTH AFRICA



NIGERIA

Source: IWSR

	CY19	CY20	CY21
SOUTH AFRICA	14%	15%	17%
NIGERIA	11%	24%	26%

Strong growth delivering category and market leadership in
Volume and Value



Data driven consumer insight helping to shape the growth of Jameson across SSA to deliver the right experiences

GLOBAL
TREND



OPEN DOOR NESTING

IMPLICATION FOR
PERNOD RICARD

FROM Nesting as 'private'
TO Nesting as 'convivial'

SSA
EXAMPLE



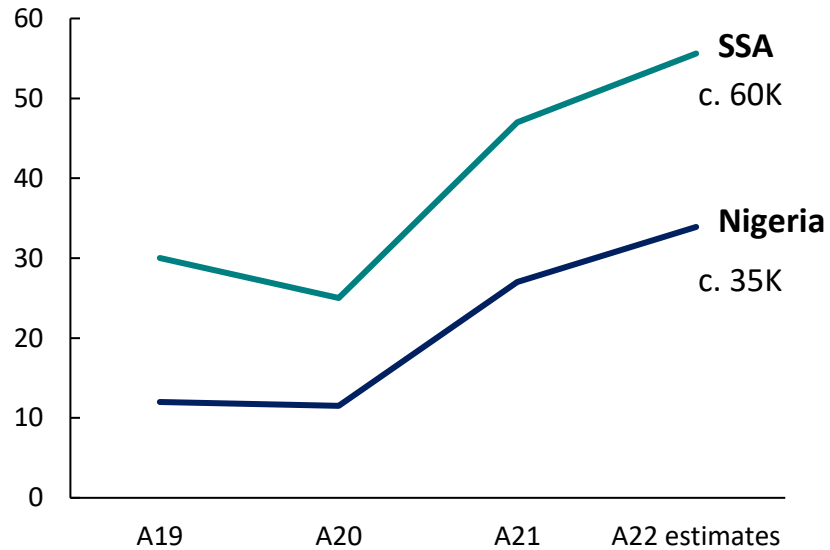
Jameson Connects Hanh-Out Activationsj

Prestige Acceleration delivering value growth in Nigeria

with Martell through the right consumer insights & touchpoints.



Volumes evolution (9lc)



Growing Market Share

2021	16% ↑
2020	14% ↑
2019	10% ↑

Source: IWSR

Our Prestige Acceleration on Martell in Nigeria

driven by strong localization of global trends to yield impactful results

GLOBAL
TREND



DE-WESTERNISING COOL

LUX LIFE

IMPLICATION FOR
PERNOD RICARD

FROM Western cool
TO Inclusive local cool

FROM Global Luxury Culture
TO Co-creative African Luxe

SSA
EXAMPLE



Davido x Martell Blue Swift
A 360 campaign co-created feat Nigerian Singer Davido



Porsche X Nigerian creatives
Inclusive dialogue and knowledge sharing amongst black entrepreneurs

Expand Beyond – Direct to Trade



It's all about disintermediation, to:

- ✓ Get closer to our consumer
- ✓ Maximise profitability
- ✓ Gather real-time data



Creation of 360 RTC



While reducing 3rd party



And enhancing systems



From Traditional ONLY to INCLUSION of New Channels



While building an omnichannel ecosystem



31% conversion rate



E-distributor



70% retention rate

EMEA LATAM Conclusion

LAST THREE YEARS

Growth acceleration

Enhanced margins



LOOKING AHEAD

Value growth

Reinforcing competitive
advantage

On the way to the Conviviality
Platform