

Board of Directors of the Company

Members of the Board of Directors

Members of the Board of Directors and duties performed by the Directors

The table below describes the membership of the Board of Directors of the Company as at 30 June 2011.

Director's first name and surname or Company name	Date of first appointment	Date of expiry of term of office ⁽¹⁾	Offices and main positions held outside the Group at 30.06.2011 or at the date of resignation when applicable	Offices held outside the Group that have expired during the last 5 years
CHAIRMAN OF THE BOARD OF DIRECTORS				
Mr Patrick Ricard	15.06.1978 ⁽²⁾	2011/2012	<ul style="list-style-type: none"> ■ Member and Vice-President of the Supervisory Board of Société Paul Ricard⁽³⁾ ■ Director of the Fédération des Exportateurs de Vins & Spiritueux 	<ul style="list-style-type: none"> ■ Director of Provimi SA ■ Director of Altadis SA (Spain) ■ Director of Société Générale ■ Director of the Association Nationale des Industries Alimentaires
CEO AND DIRECTOR				
Mr Pierre Pringuet	17.05.2004	2011/2012	<ul style="list-style-type: none"> ■ Director of Iliad ■ Director of Cap Gemini 	<ul style="list-style-type: none"> ■ None
DIRECTORS				
Mr François Gérard	10.12.1974	2013/2014	<ul style="list-style-type: none"> ■ None 	<ul style="list-style-type: none"> ■ Director of Strike International (Morocco)
Mr Rafaël Gonzalez-Gallarza	05.05.1998	2011/2012	<ul style="list-style-type: none"> ■ None 	<ul style="list-style-type: none"> ■ Chairman of the Board of Directors of Prensa Malagueña SA (Spain) ■ Director of Endesa (Spain)
Ms Danièle Ricard	16.06.1969	2012/2013	<ul style="list-style-type: none"> ■ Chairman of the Management Board of Société Paul Ricard⁽³⁾ ■ Non-associate Manager of SNC Le Garlaban ■ Chairman of the Board of Directors of Bendor SA (Luxembourg) ■ Chairman of Les Embiez SAS ■ Non-associate Manager of SNC Le Tabac des Îles de Bendor et des Embiez 	<ul style="list-style-type: none"> ■ None
Société Paul Ricard ⁽³⁾ represented by Mr Alexandre Ricard	09.06.1983	2012/2013	<ul style="list-style-type: none"> ■ Chairman of Le Delos Invest III (Société Paul Ricard)⁽³⁾ ■ Member of the Management Board of Société Paul Ricard⁽³⁾ (Mr Alexandre Ricard) ■ CEO of Le Delos Invest II (Mr Alexandre Ricard) ■ CEO of Lirix (Mr Alexandre Ricard) ■ Director of Le Delos Invest I (Mr Alexandre Ricard) ■ Director of Bendor SA (Luxembourg) (Mr Alexandre Ricard) 	<ul style="list-style-type: none"> ■ CEO of Le Delos Invest I (Mr Alexandre Ricard)
Mr César Giron	05.11.2008	2011/2012	<ul style="list-style-type: none"> ■ Member of the Management Board of Société Paul Ricard⁽³⁾ ■ Director of Lirix ■ Director of Le Delos Invest I ■ Director of Le Delos Invest II ■ Director of Bendor SA (Luxembourg) 	<ul style="list-style-type: none"> ■ None

CORPORATE GOVERNANCE AND INTERNAL CONTROL

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Director's first name and surname or Company name	Date of first appointment	Date of expiry of term of office ⁽¹⁾	Offices and main positions held outside the Group at 30.06.2011 or at the date of resignation when applicable	Offices held outside the Group that have expired during the last 5 years
<p>Mr Jean-Dominique Comolli</p> <p>Mr Jean-Dominique Comolli resigned from his duties as Director on the Board of Directors of Pernod Ricard on 1 September 2010.</p>	06.05.1997	2012/2013	<ul style="list-style-type: none"> ■ Chairman of the Board of Directors of Seita ■ Chairman of the Board of Directors of Altadis SA (Spain) ■ Chairman of the Supervisory Board of the Régie des Tabacs (Morocco) ■ Director of the Établissement Public de l'Opéra Comique ■ Director of Crédit Agricole Corporate & Investment Bank ■ Director of Casino ■ Vice-Chairman of Imperial Tobacco, member of the Board of Directors 	<ul style="list-style-type: none"> ■ Director of Aldeasa (Spain) ■ Director of Logista (Spain)
<p>Lord Douro</p> <p>Lord Douro resigned from his duties as Director on the Board of Directors of Pernod Ricard as of 31 March 2011</p>	07.05.2003	2012/2013	<ul style="list-style-type: none"> ■ Chairman of Company Richemont Holdings (UK) Ltd (United Kingdom) ■ Director of Compagnie Financière Richemont AG (Switzerland) ■ Director of Global Asset Management Worldwide (United Kingdom) ■ Director of Sanofi-Aventis ■ Advisor to Crédit Agricole Corporate & Investment Bank ■ Chairman of King's College London (United Kingdom) 	<ul style="list-style-type: none"> ■ Commissioner of English Heritage ■ Chairman of Framlington Group (United Kingdom)
INDEPENDENT DIRECTORS				
<p>Ms Nicole Bouton</p>	07.11.2007	2010/2011	<ul style="list-style-type: none"> ■ Chairman of Financière Accréditée (subsidiary of Centuria Capital) ■ Chairman of Centuria Accreditation (subsidiary of Centuria Capital) ■ Chairman of the Strategic Committee of Friedland Gestion ■ Director of AMOC (Opéra Comique) 	<ul style="list-style-type: none"> ■ Chairman of the Financière Centuria Group (GFC) ■ Chairman of Centuria Luxembourg (subsidiary of GFC) ■ Chairman of Financière Centuria Asset Management (subsidiary of GFC)

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Director's first name and surname or Company name	Date of first appointment	Date of expiry of term of office ⁽¹⁾	Offices and main positions held outside the Group at 30.06.2011 or at the date of resignation when applicable	Offices held outside the Group that have expired during the last 5 years
<p>Mr Laurent Burelle</p> <p>Mr Laurent Burelle was co-opted as Director by the Board of Directors on 4 May 2011 following Lord Douro's resignation from his duties as Director on the Board of Directors.</p>	04.05.2011	2012/2013	<ul style="list-style-type: none"> ■ Deputy Managing Director and Director of Burelle SA ■ Deputy Managing Director and Director of Sogec 2 SA ■ Director of Burelle Participations SA ■ Chairman and Member of the Supervisory Board of Sofiparc SAS ■ CEO of Compagnie Plastic Omnium SA ■ Chairman and Member of the Supervisory Board of Plastic Omnium Environnement SAS ■ Chairman of Plastic Omnium Auto SAS ■ Chairman of Plastic Omnium Auto Exteriors SAS ■ CEO of Inergy Automotive Systems SA ■ Director of Lyonnaise de Banque ■ Chairman of Cie Financière de la Cascade SAS ■ Member of the Supervisory Board of Labruyère Eberlé SAS ■ Manager of Plastic Omnium GmbH (Germany) ■ Chairman and Director of Compania Plastic Omnium SA (Spain) ■ Chairman of Performance Plastics Products -3P Inc. (United States) ■ Chairman of Plastic Omnium Auto Exteriors LLC (United States) ■ Chairman of Plastic Omnium Inc. (United States) ■ Chairman of Plastic Omnium Automotive Services Inc. (United States) ■ Chairman of Plastic Omnium Industries Inc. (United States) ■ Director of Inergy Automotive Systems LLC (United States) ■ Chairman of Plastic Omnium Ltd (United Kingdom) ■ Chairman of Plastic Omnium International BV (Netherlands) ■ Director of Signal AG (Switzerland) 	<ul style="list-style-type: none"> ■ Chairman of Transit SAS ■ Chairman of Plastic Omnium Plastiques Hautes Performances SAS ■ Chairman of Signature SA ■ Chairman of Compagnie Signature SAS ■ Chairman of Epsco International Inc. (United States) ■ Chairman of Plastic Omnium AG (Switzerland)
<p>Mr Michel Chambaud</p>	02.11.2009	2012/2013	<ul style="list-style-type: none"> ■ Managing Director of GBL TC (Belgium) ■ Member of the Supervisory Board of Filhet Allard ■ Director of Steel Partners NV (Belgium) ■ Director of Ergon Capital Partners III (Belgium) 	<ul style="list-style-type: none"> ■ Manager of Nyala Finance Paris
<p>Mr Wolfgang Colberg</p>	05.11.2008	2011/2012	<ul style="list-style-type: none"> ■ Member of the Supervisory Board of Roto Frank AG, Stuttgart (Germany) ■ Member of the Regional Board of Deutsche Bank AG (Germany) 	<ul style="list-style-type: none"> ■ None

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Mr Gérald Frère	02.11.2009	2012/2013	<ul style="list-style-type: none"> ■ Chairman of the Board of Directors and Chairman of the Nominations and Remuneration Committee of Compagnie Nationale à Portefeuille SA (CNP) (Belgium) ■ Chairman of the Board of Directors of Filux SA (Luxembourg) ■ Chairman of the Board of Directors of Segelux SA (Luxembourg) ■ Chairman of the Board of Directors of RTL Belgium (Belgium) ■ Chairman of the Board of Directors of Stichting Administratie Kantoor Bierlaire (Netherlands) ■ Vice-Chairman of the Board of Directors of Pargesa Holding SA (Switzerland) ■ Chairman of the Board of Directors and Managing Director of Haras de la Bierlaire SA (Belgium) ■ Chairman of the Standing Committee and Managing Director of Groupe Bruxelles Lambert SA (Belgium) ■ Managing Director of Financière de la Sambre SA (Belgium) ■ Managing Director of Frère-Bourgeois SA (Belgique) ■ Director, Member of the Compensation Committee and Member of the Related Party and Conduct Review Committee of Corporation Financière Power (Canada) ■ Director of Erbe SA (Belgium) ■ Director of Fonds Charles-Albert Frère asbl (Belgium) ■ Director of Stichting Administratie Kantoor Frère-Bourgeois (Netherlands) ■ Director and Member of the Corporate Governance and Nominations Committee of Lafarge SA ■ Auditor of Agesca Nederland NV (Netherlands) ■ Auditor of Parjointco NV (Netherlands) ■ Regent and Member of the Budget Committee of Banque Nationale de Belgique SA (Belgium) ■ Manager of Agriger SPRL (Belgium) ■ Manager of GBL Energy Sàrl (Luxembourg) ■ Manager of GBL Verwaltung Sàrl (Luxembourg) ■ Member of the Supervisory Board of the Financial Services Authority (Belgium) ■ Director of Electrabel SA (Belgium) ■ Honorary Consul of France in Charleroi (Belgium) 	<ul style="list-style-type: none"> ■ Director of GBL Finance SA (Luxembourg) ■ Chairman of Diane SA (Switzerland) ■ Director of RTL Group SA (Luxembourg) ■ Member of the Board of Trustees of Guberna (Belgium) ■ Director of Fingen SA (Belgium) ■ Director of Suez-Tractebel SA (Belgium) ■ Auditor of Frère-Bourgeois Holding BV (Netherlands) ■ Chairman of the Remuneration Committee of Banque Nationale de Belgique SA (Belgium)

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Ms Susan Murray	10.11.2010	2013/2014	<ul style="list-style-type: none"> ■ Non-executive Chairman of Farrow & Ball (United Kingdom) ■ Chairman of Corporate Social Responsibility of Compass Group Plc (United Kingdom) ■ Non-Executive Director of Imperial Tobacco Plc (United Kingdom) ■ Chairman of Remuneration Committee of Enterprise Inns Plc (United Kingdom) 	<ul style="list-style-type: none"> ■ Non-Executive Director of WM Morrison Supermarkets Plc (United Kingdom) ■ Non-Executive Director of SSL International Plc (United Kingdom) ■ Non-Executive Director of The Advertising Authority (Broadcast) (United Kingdom) ■ Non-Executive Director and Council Member of the Advertising Standards Authority (United Kingdom)
Mr Anders Narvinger	02.11.2009	2012/2013	<ul style="list-style-type: none"> ■ Chairman of the Board of Directors of TeliaSonera AB (Sweden) ■ Chairman of the Board of Alfa Laval AB (Sweden) ■ Chairman of the Board of Trelleborg AB (Sweden) ■ Chairman of Coor Service Management Group AB (Sweden) ■ Board Member of JM AB (Sweden) ■ Deputy Chairman of the International Chamber of Commerce (ICC) (Sweden) ■ Chairman of Capio AB (Sweden) ■ Board Member of AF AB (Sweden) 	<ul style="list-style-type: none"> ■ Chairman of the Swedish Trade (Sweden) ■ Chairman of Invest in Sweden Agency (Sweden) ■ Chairman of the Lund Institute of Technology (Sweden) ■ Chairman of Vin&Sprit AB (Sweden) ■ Chairman of Ireco Holding AB (Sweden) ■ Board Member of Volvo Car Corporation (Sweden) ■ Managing Director of the Association of Swedish Engineering Industries (Sweden)

(1) The term of office expires at the close of the Shareholders' Meeting approving the financial statements for the financial year mentioned.

(2) Date of appointment as Chairman and Chief Executive Officer.

(3) Unlisted company, shareholder of Pernod Ricard.

The Directors have no other employee positions in the Group, except for Mr César Giron, Chairman and CEO of Pernod, and Mr Alexandre Ricard, Chairman and Chief Executive Officer of Irish Distillers

Group until 1 September 2011, when he joined the Group General Management as Managing Director, Distribution Network.

CORPORATE GOVERNANCE AND INTERNAL CONTROL

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Other offices held in the Group at 30 June 2011

Mr Patrick Ricard Chairman of the Board of Directors	French companies	Director	<ul style="list-style-type: none"> ■ Martell & Co ■ Pernod Ricard Finance SA
		Permanent representative of Pernod Ricard on the Board of Directors	<ul style="list-style-type: none"> ■ Pernod ■ Pernod Ricard Europe ■ Ricard
		Member of the Management Board	<ul style="list-style-type: none"> ■ Pernod Ricard Asia ■ Pernod Ricard North America
	Non-French companies	Director	<ul style="list-style-type: none"> ■ Irish Distillers Group ■ Suntory Allied Ltd
Mr Pierre Pringuet CEO and Member of the Board of Directors	French companies	Chairman of the Board of Directors	<ul style="list-style-type: none"> ■ Pernod Ricard Finance SA
		Chairman	<ul style="list-style-type: none"> ■ Lina 5 ■ Lina 6 ■ Lina 7 ■ Lina 8 ■ Pernod Ricard Central and South America ■ Pernod Ricard North America ■ Pernod Ricard Asia
		Director	<ul style="list-style-type: none"> ■ Pernod Ricard Europe ■ Pernod ■ Ricard ■ Martell & Co ■ G.H. Mumm & Cie, Société Vinicole de Champagne, Successeur ■ Champagne Perrier-Jouët
		Permanent representative of Pernod Ricard on the Board of Directors	<ul style="list-style-type: none"> ■ Compagnie Financière des Produits Orangina (CFPO)
		Member of the Management Board	<ul style="list-style-type: none"> ■ Pernod Ricard Asia ■ Pernod Ricard North America
		Non-French companies	Director
		Manager	<ul style="list-style-type: none"> ■ Havana Club Know-How Sàrl
Mr François Gérard Director	French companies	Director	<ul style="list-style-type: none"> ■ Pernod ■ Martell & Co ■ G.H. Mumm & Cie, Société Vinicole de Champagne, Successeur ■ Champagne Perrier-Jouët
Mr César Giron Director	French companies	Chairman and CEO	<ul style="list-style-type: none"> ■ Pernod
		Chairman	<ul style="list-style-type: none"> ■ Cusenier
		Permanent Representative of Pernod on the Board of Directors	<ul style="list-style-type: none"> ■ Société des Produits d'Armagnac

CORPORATE GOVERNANCE AND INTERNAL CONTROL

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Mr Alexandre Ricard Permanent Representative of Société Paul Ricard, Director	Non-French companies*	Chairman and Chief Executive Officer	<ul style="list-style-type: none"> ■ Irish Distillers Group ■ Irish Distillers Ltd
		Director	<ul style="list-style-type: none"> ■ Allied Domecq International Finance Company ■ Amalgamated Wholesalers Ltd ■ Comrie Ltd ■ Drink Innovations Ltd ■ Ermine Holdings ■ Ermine Ltd ■ Fitzgerald & Co Ltd ■ Gallwey Liqueurs Ltd ■ Ind Coope (Ireland) Ltd ■ Irish Coffee Liqueur Ltd ■ Irish Distillers Consultancy Ltd ■ Irish Distillers Holdings Ltd ■ Irish Distillers International Ltd ■ Irish Distillers Ltd ■ Irish Distillers Trustees Ltd ■ JJS Distillery Enterprises Ltd ■ John Jameson & Son Ltd ■ John Power & Son Ltd ■ Middleton Distilleries Ltd ■ Polairen Trading Ltd ■ Populous Trading Ltd ■ PRN Spirits Ltd ■ Proudlen Holdings Ltd ■ Sankaty Trading Ltd ■ Smithfield Holdings Ltd ■ The Cork Distilleries Company Ltd ■ The West Coast Cooler Co. Ltd ■ W&E Mulligan & Co Ltd ■ Watercourse Distillery Ltd ■ Waterford Liqueurs Ltd ■ All Ireland Marketing (North) Ltd ■ Coleraine Distillery Ltd ■ Dillon Bass Ltd ■ Edward Dillon (Bonders) Ltd ■ Elliot Superfoods Ltd ■ Proudlen (NI) Ltd ■ Proudlen (UK) Ltd ■ Proudlen Distillery Ltd ■ Wilshire Marketing Services Ltd ■ Wilshire Properties Ltd ■ Bow Street Investments Ltd

* Mr Alexandre Ricard resigned from all his Directorships in non-French companies on 31 August 2011.

Personal information concerning the Directors

Mr Patrick Ricard

66 years old, French citizen.

Business address: Pernod Ricard – 12 place des États-Unis, 75116 Paris (France).

Mr Patrick Ricard holds 1,564,282 Pernod Ricard shares at 30 June 2011.

In 1967, Mr Patrick Ricard joined the Ricard company, which had been founded by his father, Paul, in 1932. He held successive positions in various departments in the company, becoming Managing Director of Ricard in 1972. When Pernod Ricard was created in 1975, he was

appointed Group Managing Director and then, in 1978, Chairman and CEO of the Group. He was the architect of the Group's ambitious strategy of growth through acquisition, aimed at broadening the product range and accelerating the development of the international business. Since its formation, the Pernod Ricard group has doubled in size every seven years. This exemplary record led American magazine Fortune to name Mr Patrick Ricard 'European Businessman of the Year' in 2006.

On 5 November 2008, Mr Patrick Ricard left his executive functions at Pernod Ricard group but continues to act as Chairman of the Board of Directors and therefore is still involved in the Group's strategic decisions and oversees their implementation.

Mr Patrick Ricard is the son of Mr Paul Ricard, the founder of Ricard. He is Commander of the National Order of the Legion of Honour.

Mr Pierre Pringuet

61 years old, French citizen.

Business address: Pernod Ricard – 12 place des États-Unis, 75116 Paris (France).

Mr Pierre Pringuet holds 190,000 Pernod Ricard shares at 30 June 2011.

A graduate of the École Polytechnique and the École des Mines, Mr Pierre Pringuet started his career in the French civil service. He became an advisor to government minister Michel Rocard from 1981 to 1985 before being given responsibility for the farming and food processing industries at the Ministry of Agriculture. He joined Pernod Ricard in 1987 as Development Director, playing an active role in the Group's international development and holding the posts of Managing Director of the Société pour l'Exportation des Grandes Marques (1987-1996) and then Chairman and CEO of Pernod Ricard Europe (1997-2000). In 2000, he joined Mr Patrick Ricard at the Holding Company as one of Pernod Ricard's two joint CEOs, together with Richard Burrows. Mr Pierre Pringuet was appointed Director of the Board of Directors of Pernod Ricard in 2004 and led the successful acquisition of Allied Domecq in 2005 and its integration process. In December of that year, he became the Group's sole Managing Director. In 2008, Mr Pierre Pringuet carried out the acquisition of Vin&Sprit and its brand ABSOLUT Vodka which completes Pernod Ricard's international development. Following the withdrawal of Mr Patrick Ricard from his operational duties, Mr Pierre Pringuet was appointed CEO of Pernod Ricard on 5 November 2008.

Mr Pierre Pringuet is also the Chairman of the Comité Sully, which promotes the French food processing industry.

He holds the rank of Knight of the National Order of the Legion of Honour, of the National Order of Merit and is Officer of the Agricultural Merit.

Mr François Gérard

71 years old, French citizen.

Business address: Pernod Ricard – 12 place des États-Unis, 75116 Paris (France).

Mr François Gérard holds 14,217 Pernod Ricard shares at 30 June 2011.

A graduate of ESSEC (1962) and holder of an MBA from Columbia University (1964), he exercised his skills as a financial analyst with Lazard France (Paris) from 1965 to 1968. He then entered the Wines & Spirits sector when he joined Dubonnet Cinzano. Between 1976 and 1985, he was CEO and then Chairman and CEO of Cusenier. In 1986, he became Chairman and CEO of SIAS MPA, a position he held until 2001. Mr François Gérard has been a Director of Pernod Ricard since 10 December 1974.

Mr Rafaël Gonzalez-Gallarza

76 years old, Spanish citizen.

Business address: Pernod Ricard España, C/Manuel Marañón 8, 28043 Madrid (Spain).

Mr Rafaël Gonzalez-Gallarza holds 1,477,603 Pernod Ricard shares at 30 June 2011.

Following higher studies in Law in Madrid, Mr Rafaël Gonzalez-Gallarza earned an advanced degree in Comparative Law in Luxembourg (1960), and became a UNESCO expert with the Administration for

Development in Tangier, then an official in the OECD Development Centre in Paris between 1968 and 1973. In 1976, he joined the Spanish Ministry of Justice for a two-year term as Technical General Secretary, a position he subsequently held from 1980 to 1982 with the Government Presidency. From 1985 onwards, he chaired the Larios group until it was purchased by Pernod Ricard in 1997.

In 1998, he was appointed Chairman of Pernod Ricard Larios, a position he held until 2004. He has been a Director of Pernod Ricard since 1998.

Ms Danièle Ricard

72 years old, French citizen.

Business address: Société Paul Ricard SA – Île des Embiez, Le Brusac, 83140 Six-Fours-les-Plages (France).

Ms Danièle Ricard holds 220,542 Pernod Ricard shares at 30 June 2011.

Member of the Management team and Director of Ricard SA between 1967 and 1975, Ms Danièle Ricard has held a seat on the Board of Directors of Ricard SA, now Pernod Ricard, since 1969. Chairman and Chief Executive Officer of Société Paul Ricard SA until 2004, she became Chairman of the Company's Management Board in 2005.

Ms Danièle Ricard is the daughter of Mr Paul Ricard, the founder of Ricard.

Mr Alexandre Ricard, Permanent representative of Société Paul Ricard

39 years old, French citizen.

Business address: Pernod Ricard – 12 place des États-Unis, 75116 Paris (France).

Mr Alexandre Ricard holds 7,340 Pernod Ricard shares at 30 June 2011.

He also holds 463 Pernod Ricard shares indirectly through the Irish Distillers Employee Share Purchase Scheme.

Société Paul Ricard holds 22,298,469 Pernod Ricard shares at 30 June 2011.

Mr Alexandre Ricard is a graduate of ESCP, of the Wharton School of Business (MBA majoring in Finance and Entrepreneurship) and of the University of Pennsylvania (MA in International Studies). He joined the Pernod Ricard group in 2003, in the Audit and Development department of the Holding Company. At the end of 2004, he was appointed Administrative and Financial Director of Irish Distillers Group and then, in September 2006, CEO of Pernod Ricard Asia Duty Free. In July 2008, he was appointed Chief Executive Officer of Irish Distillers Group as well as member of Pernod Ricard's Executive Committee. On 1 September 2011, he joined the Group General Management as Managing Director, Distribution Network. He remains a member of Pernod Ricard's Executive Committee. Before joining Pernod Ricard, Mr Alexandre Ricard worked for seven years outside the Group, for Accenture (Management and Consulting) and Morgan Stanley (Mergers and Acquisitions Consulting).

Mr Alexandre Ricard is the grandson of Mr Paul Ricard, the founder of Ricard.

He is the Permanent representative of Société Paul Ricard, Director, since 2010.

Mr César Giron

49 years old, French citizen.

Business address: Pernod, – 120 avenue du Maréchal Foch, 94015 Créteil Cedex (France).

Mr César Giron holds 4,103 Pernod Ricard shares at 30 June 2011.

A graduate of the École Supérieure de Commerce de Lyon, Mr César Giron joined the Pernod Ricard group in 1987 where he has spent his entire career. In 2000, he was appointed CEO of Pernod Ricard Suisse before becoming Chairman and CEO of Wyborowa SA in Poland in December 2003.

On 1 July 2009, he was appointed Chairman and CEO of Pernod SA, a French subsidiary of Pernod Ricard.

He is also a member of the Management Board of Société Paul Ricard.

Mr César Giron is the son of Ms Danièle Ricard, also a Director of Pernod Ricard. He has been a Director of Pernod Ricard since 2008.

Mr Jean-Dominique Comolli

63 years old, French citizen.

Business address: Agence des Participations de l'État – 139 rue de Bercy, 75572 Paris Cedex 12 (France).

A graduate of the Institut d'Études Politiques in Paris, with a Masters in Economics and a former student of the ENA (the French national school of public administration) (André Malraux class of 1975-1977), Mr Jean-Dominique Comolli started his career as a high-ranking civil servant and an aide to the Ministry of Budgets from 1977 to 1981. A technical advisor to Laurent Fabius, while he was Secretary of State for Budgets between 1981 and 1983, he then went on to be an official representative, followed by technical advisor, to Pierre Mauroy and Laurent Fabius while they were Prime Ministers until 1986. He was then appointed assistant manager of the Budgets Department until 1988, where he was, successively, assistant principal private secretary to the Minister of the Economy and then principal private secretary of the Secretary of State for Budgets. In 1989, he became Director General of Customs, then Chairman of the Customs Cooperation Council in 1992. From 1993 to 1999, he was Chairman and Chief Executive Officer of Seita. He handled its privatisation in 1995 and also the merger with Tabacalera to form Altadis, one of the leading players worldwide in the tobacco and retail markets, and he is currently Chairman of the Board of Directors of that company. He has held the position of Vice-Chairman of Imperial Tobacco since 15 July 2008.

Mr Jean-Dominique Comolli, due to his appointment as Commissioner of State Holdings to the Ministry of the Economy, Industry and Employment, resigned from his functions as Director on the Board of Directors of Pernod Ricard, taking effect following the Board of Directors' meeting held on 1 September 2010.

Lord Douro

66 years old, British citizen.

Business address: Richemont Holdings (UK) Ltd – 15 Hill Street, London W1J 5QT (United Kingdom).

Lord Douro holds a Master of Arts in Political Science, Philosophy and Economics from Oxford University. He was a Member of the European

Parliament in Strasbourg from 1979 to 1989. During his career, he was also Vice-Chairman of the Guinness Mahon merchant bank between 1988 and 1991, Chairman of Dunhill Holdings from 1990 to 1993, as well as Vice-Chairman of Vendôme Luxury Group and then Chairman of the Board of Directors of Sun Life & Provincial Holdings Plc from 1995 to 2000. Until October 2005, Lord Douro chaired the Framlington Group, a company specialising in investment management in the United Kingdom.

In addition to the various offices described above, Lord Douro was the Commissioner of English Heritage from 2003 to 2007. He has also been Chairman of King's College in London since October 2007.

Lord Douro resigned, for personal reasons, from his position as Director of the Board of Directors of Pernod Ricard as of 31 March 2011.

Ms Nicole Bouton

63 years old, French citizen.

Business address: Friedland Gestion et Financière Accréditée – 10 avenue de Friedland, 75008 Paris (France).

Ms Nicole Bouton holds 1,000 Pernod Ricard shares at 30 June 2011.

Ms Nicole Bouton is a graduate of the Institut d'Études Politiques in Paris. From 1970 to 1984, she held the positions of Sub-Manager and then Assistant Manager in the Central Administration of Crédit Commercial de France. From 1984 to 1996, Ms Nicole Bouton went on to hold the positions of Deputy Manager, Manager and finally Managing Director of Lazard Frères et Cie and Lazard Frères Gestion. In 1996, she was appointed member of the Executive Committee of the NSMD bank (ABN AMRO France group) and became Vice-Chairman responsible for Institutional and Bank Clients before being appointed Member of the Management Board in 2000. She also took up the duties of Vice-Chairman of the ABN AMRO France Holding Company the same year. She was appointed as Chairman of the Management Board and then Vice-Chairman of the Supervisory Board of Asset Allocation Advisors and Chairman of the Banque du Phénix, which she merged with the NSMD bank in October 1998. Ms Nicole Bouton left ABN AMRO in 2001, and in 2002, she founded Financière Centuria Group, which she chaired until June 2010. In this capacity, she also chairs several subsidiaries including Financière Accréditée, which was acquired in 2006. She is also the Director of several other subsidiaries in the Financière Centuria Group. At the end of June 2010, she sold her shares in Centuria and remains Chairman of Financière Accréditée. She was appointed Chairman of the Strategy Committee of Friedland Gestion, an investment management company, alongside two new partners.

Ms Nicole Bouton has been a Director of Pernod Ricard since 2007.

Mr Laurent Burelle

61 years old, French citizen

Business address: Compagnie Plastic Omnium – 1 rue du Parc, 92593 Levallois Cedex (France).

Mr Laurent Burelle holds 1,000 Pernod Ricard shares at 30 June 2011.

Mr Laurent Burelle holds a degree in engineering from the Zurich Federal Polytechnic School (Switzerland) as well as a Master of Sciences from MIT (United States).

He spent his entire career with Compagnie Plastic Omnium, including as CEO of Plastic Omnium Spain from 1977 to 1981 and Deputy CEO of Compagnie Plastic Omnium from 1981 to 2001. In 2001, Mr Laurent Burelle was appointed CEO of Compagnie Plastic Omnium. He is also a Director of Lyonnaise de Banque, Labruyère Eberlé and of the Jacques Chirac Foundation.

Mr Michel Chambaud

59 years old, French citizen.

Business address: Groupe Bruxelles Lambert (GBL) – Avenue Marnix 24 – 1000 Bruxelles (Belgium).

Mr Michel Chambaud holds 1,050 Pernod Ricard shares at 30 June 2011.

A graduate of the École des Hautes Études Commerciales (1973) and of the Paris Institut d'Études Politiques (1975) with a PhD in Tax Law (1977), Mr Michel Chambaud was a Strategic Consultant at Arthur D. Little and held different teaching positions in Finance until 1978. From then until 1982, he was a consultant for African development banks under contract with the World Bank, concurrently founding Surf System (press group including the magazines Surf Session, Body Board Air Force and Surfer's Journal).

In 1982, he joined the Schlumberger Group, where he was Chief Financial Officer in France, the United States and then Japan.

He has taken part in the development of the Pargesa-GBL Group since 1987, holding positions in the holding companies alternately with operational positions in subsidiaries. Until 1996 he was Deputy Managing Director in charge of Equity's Investments of Parfinance (holding company listed in France, subsidiary of Pargesa), and from 1996 to 2003, he was a member of the Management Board of Imerys, in charge of finance and strategy. He is currently Investments Manager of Groupe Bruxelles Lambert.

Mr Michel Chambaud has been a Director of Pernod Ricard since 2009.

Mr Wolfgang Colberg

51 years old, German citizen.

Business address: Evonik Industries AG – Rellinghauser Str. 1-11, 45128 Essen (Germany).

Mr Wolfgang Colberg holds 576 Pernod Ricard shares at 30 June 2011.

Mr Wolfgang Colberg holds a PhD in Political Science, in addition to qualifications in Business Administration and Business Informatics. He has spent his entire career in the Robert Bosch Group and BSH Group. After joining the Robert Bosch Group in 1988, he held a post in Corporate Strategy, Control and M&A (Head Office), and then went on to become Head of Business Administration at the Göttingen production site (1990-1993), Section Head in Economic Planning and Control (Head Office) (1993-1994), before being appointed the Group's General Manager for Turkey and central Asia. In 1996, he was appointed Senior Vice President – Central Purchasing and Logistics (Head Office).

Between 2001 and 2009, Mr Wolfgang Colberg was Chief Financial Officer at BSH Bosch und Siemens Hausgeräte GmbH and member of the Management Board. Since 2009, he has been Chief Financial

Officer of Evonik Industries AG as well as a member of the Management Board.

Mr Wolfgang Colberg has been a Director of Pernod Ricard since 2008.

Mr Gérald Frère

60 years old, Belgian citizen.

Business address: CNP – 12 rue de la Blanche Borne, 6280 Loverval (Belgium).

Mr Gérald Frère holds 1,050 Pernod Ricard shares at 30 June 2011.

Mr Gérald Frère joined the Frère-Bourgeois Group (Belgium), the family business, in 1972. He has been on the Board of Directors of Groupe Bruxelles Lambert (GBL) since 1982 and has chaired the Permanent Committee since 1993. He has been Managing Director of Groupe Bruxelles Lambert since 1993.

In addition, he holds the offices of Chairman of the Board of Directors of Compagnie Nationale à Portefeuille SA (CNP) and RTL Belgium. He is also Regent of the Banque Nationale de Belgique SA, Vice-Chairman of the Board of Directors of Pargesa Holding SA (Switzerland) and Director of Power Financial Corporation (Canada), Lafarge SA and Electrabel SA (Belgium).

Mr Gérald Frère has been a Director of Pernod Ricard since 2009.

Ms Susan Murray

54 years old, British citizen.

Business address: Bodicote Mill – Church Street, Bodicote Banbury, Oxon OX15 4DR (United Kingdom).

Ms Susan Murray holds 200 Pernod Ricard shares at 30 June 2011.

Ms Susan E. Murray is an Independent Non-Executive Director of Imperial Tobacco Group Plc, Compass Group Plc and Enterprise Inns Plc. Ms Susan Murray was a Board member at Littlewoods Limited from October 1998 until January 2004, and became Chief Executive at Littlewoods Stores Limited. Prior to this, she was Worldwide President and Chief Executive of The Pierre Smirnoff Company, part of Diageo Plc. Whilst at Diageo, she was the first Chairman of the International Centre for Alcohol Policies in Washington DC. Ms Susan Murray is also a former Non-Executive Director of Wm Morrison Supermarkets Plc, SSL International Plc and a former director and council member of the Advertising Standards Authority and of the Portman Group complaints panel. She is a fellow of the Royal Society of Arts.

Ms Susan Murray has been a Director of Pernod Ricard since 2010.

Mr Anders Narvinger

62 years old, Swedish citizen.

Business address: Östermalmsgatan 94 – SE-114 59 Stockholm (Sweden).

Mr Anders Narvinger holds 1,020 Pernod Ricard shares at 30 June 2011.

Mr Anders Narvinger, former CEO of ABB Sweden and of the Association of Swedish Engineering Industries, is the Chairman of the Board of Directors of TeliaSonera (Telecommunications), Trelleborg AB (polymer technology), Alfa Laval AB (Swedish engineering company),

Coor Service Management Group AB (service management) and Capiro AB (healthcare). Mr Anders Narvinger holds degrees in engineering and economics and is a member of the Board of Directors of JM AB (building and construction), AF AB (technical consulting) and Deputy Chairman of the International Chamber of Commerce (ICC) (Sweden).

Mr Anders Narvinger has been a Director of Pernod Ricard since 2009.

Ratification of the appointment of a Director and renewal of the term of office of a Director

On 4 May 2011, the Board of Directors, on the recommendation of the Appointments Committee following Lord Douro's resignation as Director, appointed Mr Laurent Burelle as Director. This appointment will be submitted to the ratification of the Shareholders' Meeting on 15 November 2011. Should the Shareholders' Meeting ratify such co-opting, Mr Laurent Burelle would be appointed for the remainder of Lord Douro's directorship, namely until the close of the Shareholders' Meeting to be held in 2013 to approve the financial statements for the previous financial year.

The presentation of Mr Laurent Burelle is provided above.

The directorship of Ms Nicole Bouton expires at the close of the Shareholders' Meeting of 15 November 2011. On the recommendation of the Appointments Committee, the Board of Directors has decided to propose at the Shareholders' Meeting of 15 November 2011, the renewal of Ms Nicole Bouton's directorship for a term of four years.

Convictions, bankruptcies, conflicts of interest and other information

No conviction for fraud, association with bankruptcy or any offence and/or official public sanction

To the best of Pernod Ricard's knowledge and at the time of writing:

- no conviction for fraud has been issued against the members of the Company's Board of Directors or General Management over the course of the last five years;
- none of the members of the Board of Directors or General Management has been associated, over the last five years, with any bankruptcy, compulsory administration or liquidation as a member of any body responsible for corporate governance, supervisory board or board of directors or as a Managing Director;

- no conviction and/or official public sanction has been issued against the members of the Company's Board of Directors or General Management by statutory or regulatory authorities (including designated professional organisations) over the last five years; and
- no Director or member of the General Management has been prohibited by a court of law from being a member of a board of directors, a management body or supervisory board or from intervening in the management or conduct of the business of a company over the last five years.

Service agreements

No member of the Board of Directors or General Management has any service agreements with Pernod Ricard or any of its subsidiaries.

Conflicts of interest

To the Company's knowledge and at the time of writing, there are no potential conflicts of interest between the duties of any of the members of the Company's Board of Directors and General Management with regard to the Company in their capacity as Director and their private interests and/or other duties.

To the Company's knowledge and at the time of writing, there are no arrangements or agreements established with the main shareholders, clients or suppliers under which one of the members of the Board of Directors or General Management has been selected in this way.

To the Company's knowledge and at the time of writing, with the exception of what is described in the 'Shareholders' agreements' of Section 8 'About the Company' and its share capital, no restriction has been accepted by the members of the Board or General Management concerning the disposal of their stake in the share capital.

Employee representatives

The Pernod Ricard employee representation on the Board of Directors is ensured by Mrs Carole Misset and Mrs Marie-Annick Pluskwa. This representation became effective at the Board of Directors meeting of 16 February 2011.