



Pernod Ricard

Business and Financial Press Kit

“LUXURY IN
A BOTTLE”

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Section 1

4 key assets

Created by the merger between Pernod and Ricard (1975), the Group has undergone sustained development, founded on both organic growth and acquisitions. The purchase of part of Seagram (2001) and the acquisitions of Allied Domecq (2005) and of Vin & Sprit (2008) have transformed Pernod Ricard into **the world's co-leader in wine and spirits and n° 1 in Premium spirits** with sales of € 6.589 billions in 2007/08 (excluding Vin & Sprit).

The strength of Pernod Ricard is based on four key assets:

- **A unique portfolio of prestigious brands**
With market leaders in each drink category, Pernod Ricard holds one of the most prestigious brand portfolios in the sector: Absolut Vodka, Ricard pastis, Ballantine's, Chivas Regal and The Glenlivet whiskies, Jameson's Irish Whiskey, Martell cognac, Havana Club rum, Beefeater gin, Kahlúa and Malibu liqueurs, Mumm and Perrier-Jouët champagne, as well as Jacob's Creek and Montana wines.
- **Control of distribution**
Throughout the world, Pernod Ricard sells its brands via its own sales force. This is a key factor for success in taking advantage of the opportunities for rapid growth offered by emerging markets such as China, India, Russia, Brazil and Mexico, as well as in developed markets where stable commercial relationships with our clients are key.
- **A strong marketing culture**
Pernod Ricard can boast of being a strong brand builder as illustrated by the continued years of growth for Jameson, Havana Club and Jacob's Creek, as well as by the relaunching of Chivas Regal, Martell and, more recently, Ballantine's...
- **A decentralised organisation**
The Group favours a decentralised organisation, with Brand Owners and Distribution Companies and employs a workforce of around 19,300* in 70 countries. The Distribution Companies enjoy an independent status and, tailoring the global strategy defined by the Brand Owners to their own local market.

In addition, Pernod Ricard is strongly committed to a sustainable development policy and thus encourages **responsible consumption** in order to prevent alcohol abuse.

* Total workforce of Pernod Ricard and V&S

4 key assets

Pernod Ricard has a portfolio of exceptional brands that now make the group one of the leading players in the world of upmarket brands.

Today, the Group ranks **first in the Premium spirits segment***. The very sharp rise in sales of Premium and Ultra-Premium products is driven by the United States and emerging countries such as China and Russia.

The premiumisation strategy meets the expectations of consumers who want to drink less, but to consume higher quality products. At the same time, this strategy is a powerful lever for accelerating growth in sales and increasing margins.



* Products with a price equal to or more than US\$ 17 a bottle



Section 2

15 key brands

Spirits

World co-leader with 95 million cases ³

Anise drinks



Ricard
(5,6 Mc¹)

Whiskies

Ballantine's
(6,4 Mc¹)



Chivas Regal
(4,5 Mc¹)



Jameson
(2,6 Mc¹)



The Glenlivet
(0,6 Mc¹)



Cognac



Martell
(1,6 Mc¹)

Liqueurs



Malibu
(3,7 Mc¹)



Kahlúa
(2,1 Mc¹)

White Spirits

Absolut
(11,3 Mc²)



Beefeater
(2,4 Mc¹)



Havana club
(3,2 Mc¹)



Wines & Champagne

World n°4 with 25 million cases ⁴

Wines



Jacob's Creek
(8,0 Mc¹)



Montana
(1,4 Mc¹)

Champagnes

Mumm
(0,7 Mc¹)



Perrier-Jouët
(0,2 Mc¹)



¹ 2007/08 data in million 9-litre cases.

² Volumes between July 1st, 2007 and June 30th, 2008.

³ Source: Pernod Ricard - IWSR estimates Sales 2007 (pro forma) as at 1/9/2008 (excluding Cruzan Rum) – Western Style spirits, excluding RTDs, wines, wine-based aperitifs and agency brands.

⁴ Source : Pernod Ricard - IWSR estimates Sales 2006 (pro forma) – Quality wine the price of which is more than US\$3 a bottle and sparkling wines the price of which is more than US \$5 a bottle.



Section 3

Strong position in Wines and Spirits

- A leading international player established in 70 countries



Pernod Ricard holds first or second place among the leading international spirits companies:

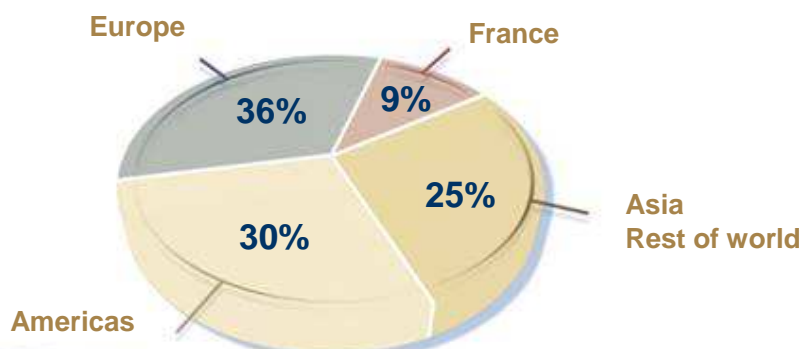
- **in Western markets*:**

- n°1* in France, Ireland, Japan, Sweden, Denmark and Finland
- n°2* in USA**, Canada, Spain, Finland, Greece, the United Kingdom and Italy (joint leader).

- **and in developing countries*:**

- n°1* in China, Russia, India, Mexico, Argentina and South Korea (joint leader),
- n°2* in Brazil.

- **Geographic split of annual sales (pro forma):
Sales Pernod Ricard 2007/08 and sales V&S 2007**



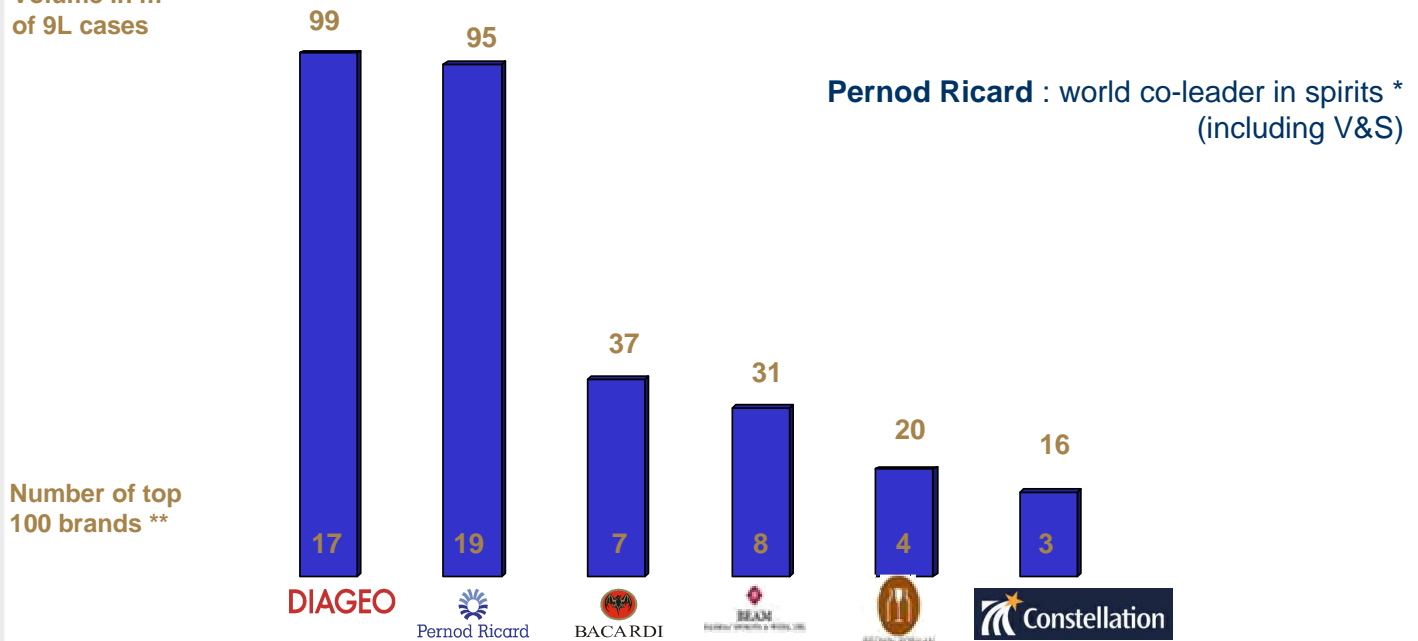
* Pernod Ricard - IWSR estimates Sales 2007 (pro forma) as at 1/9/2008 (excluding Cruzan Rum) – Western Style spirits, excluding RTDs, wines, wine-based aperitifs and agency brands.

** Source: Pernod Ricard - IWSR Sales 2007 – Pernod Ricard market view, International “Western Style” spirits excluding RTDs, wine and wine-based aperitifs. Analysis excludes agency brands; Pernod Ricard market view: International Western Style Spirits brands = brands with price index >50 (index 100 = Price of Ballantine’s Finest /Johnnie Walker Red)

Strong position in Wines and Spirits

● Spirits

Volume in m of 9L cases

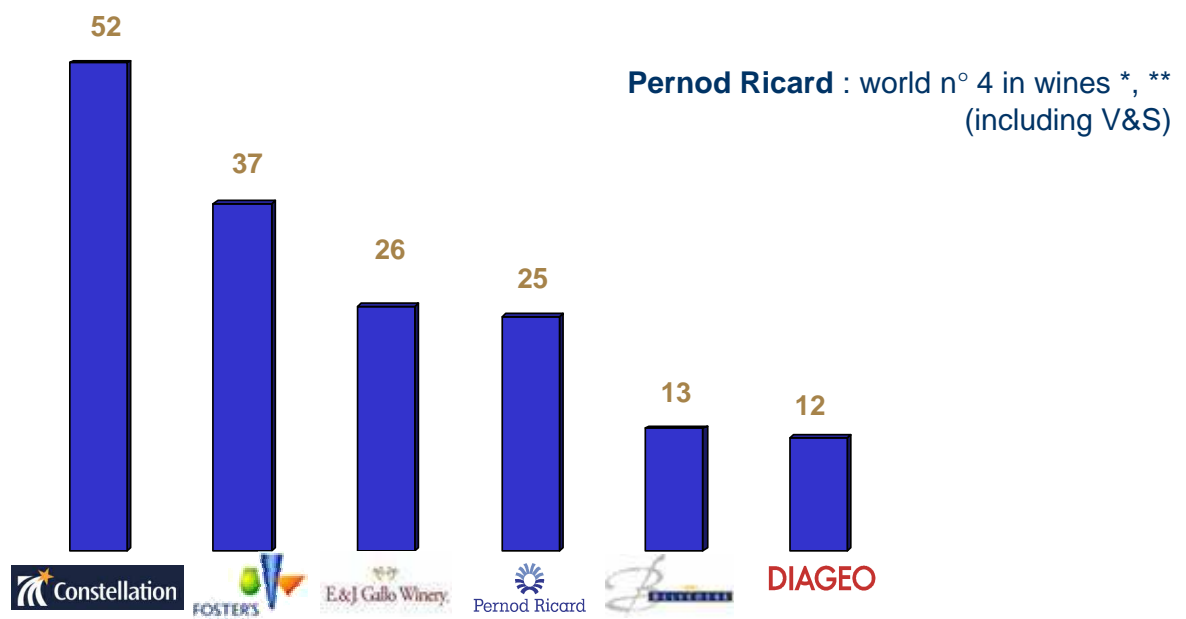


* Pernod Ricard - IWSR estimates Sales 2007 (pro forma) as at 1/9/2008 (excluding Cruzan Rum) – Western Style spirits, excluding RTDs, wines, wine-based aperitifs and agency brands.

** Source: Impact sales 2007.

● Wines

Volume in m of 9L cases



* Source : Pernod Ricard - IWSR estimates Sales 2006 – Still wines (costing more than US\$3) and sparkling wines (costing more than US\$5).

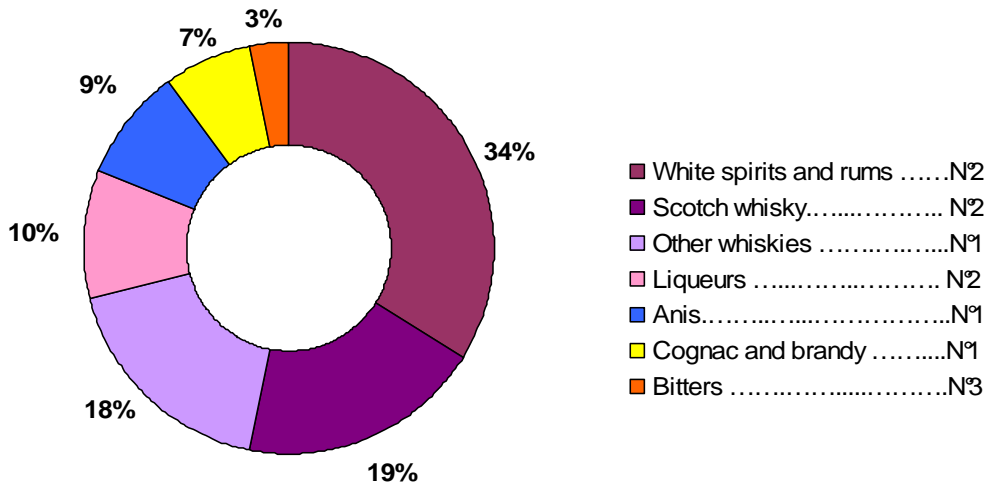
** Portfolio of brands of the Group at the end of June, 2008



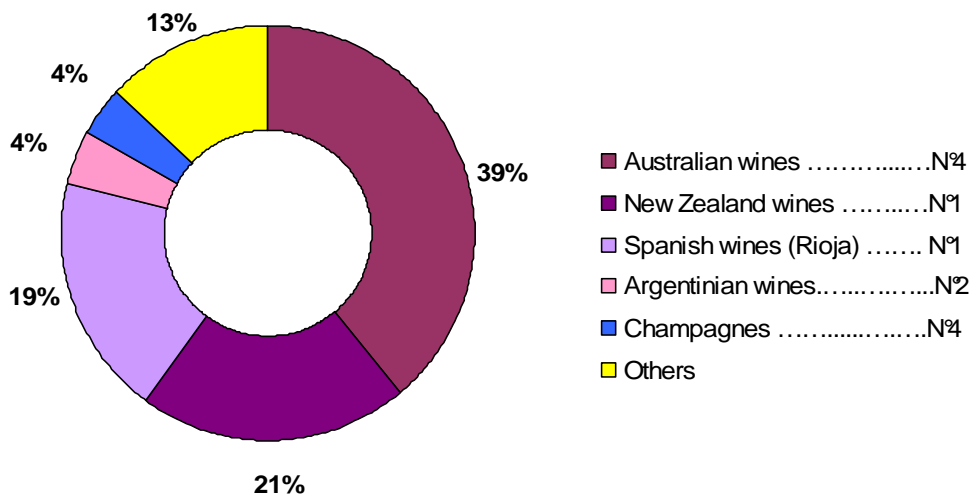
Section 4 Leader in the main product categories

Pernod Ricard holds a portfolio of exceptional brands which has made it one of the leaders in each of the main drink categories. The volume distribution by category of wines and spirits, as well as Pernod Ricard's positioning by category, is as follows:

Spirits *



Wines **



* Pernod Ricard - IWSR estimates Sales 2007 (pro forma) as at 1/9/2008 (excluding Cruzan Rum) – Western Style spirits, excluding RTDs, wines, wine-based aperitifs and agency brands.

** Source: Pernod Ricard estimates based on IWSR data for sales 2006 (pro forma) – Branded still and sparkling wines (still wines costing more than US\$3 and sparkling wines costing more than US\$5).



Section 5

Key financial figures

- Full-year summarised income statement (1st July – 30 June)

M€	2006/ 07	2007/ 08	Δ
Net sales (excl. duties and taxes)	6,443	6,589	+2,3%
Gross margin*	3,827	3,998	+4,5%
Logistics costs	(240)	(232)	-3,3%
Gross margin after logistics costs	3,587	3,766	+5,0%
A&P expenditure	(1,101)	(1,178)	+7,0%
Contribution after A&P expenditure	2,486	2,588	+4,1%
Structure costs**	(1,039)	(1,066)	+2,6%
Profit from recurring operations	1,447	1,522	+5,2%
Other operating income and expenses	20	(81)	n/a
Operating profit	1,467	1,441	-1,7%
Financial income/(expense) from recurring operations	(341)	(333)	-2,3%
Non-recurring financial items	(10)	(16)	n/a
Corporate income tax	(260)	(224)	-13,7%
Minority interests and associates	(25)	(29)	+15,4%
Net profit – Group Share	831	840	+1,0%

Financial year runs from 1 July to 30 June, since 1 July 2005 following an exceptional 18 month financial reporting period.

Figures according to IFRS

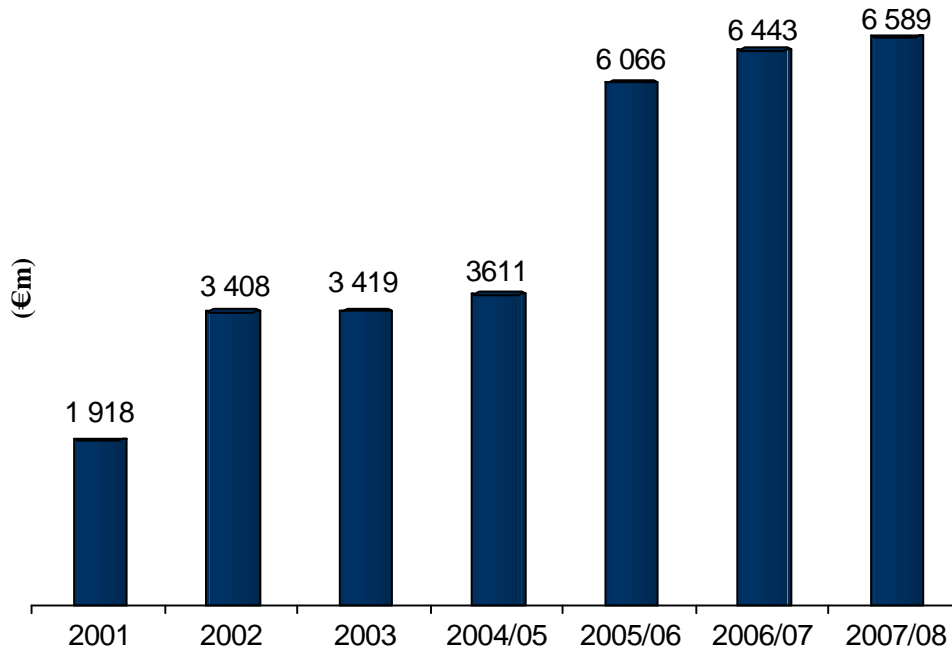
* After production costs

** including other income and expense

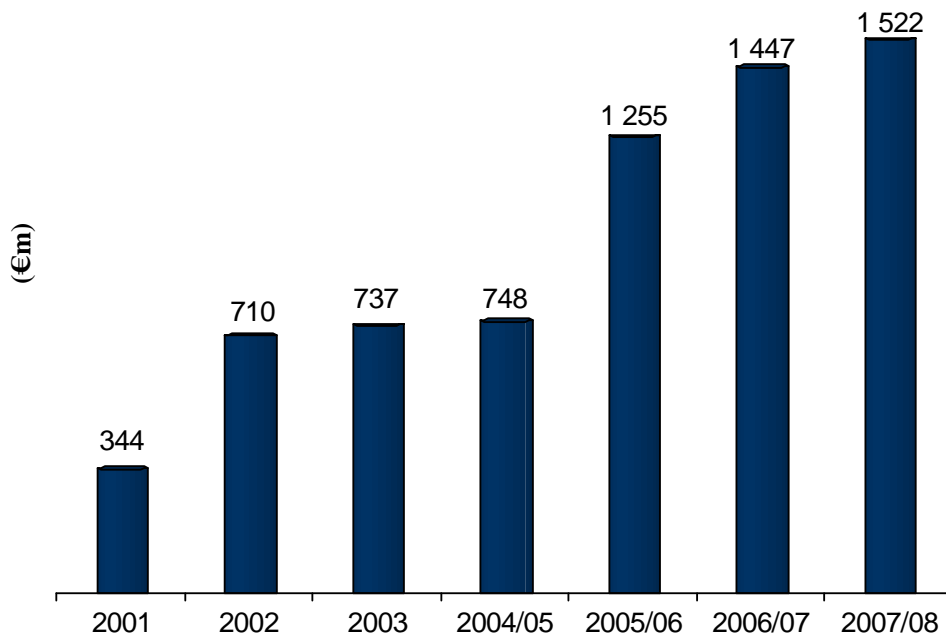


Key financial figures

- Growth of net sales (wines & spirits only)



- Growth of Ebita (wines & spirits only)





Section 6

Successful decentralised organisation

With global ambition reinforced by its local roots, Pernod Ricard created a **decentralised organisational structure**. Group management are firm believers that decentralisation constitutes a determining factor in **motivation and effectiveness**.

● The Holding company, setting strategic direction

- The Holding company in this type of structure focuses on **setting overall strategy** and **controlling Group activity**, leaving subsidiaries with the responsibility for operational decision-making on the ground.



“We must set a global strategy, and then adapt it in accordance with the local needs and the customs of each country. We cannot successfully react to a South American consumer from an office in Paris.”

Patrick Ricard,
Entreprendre 30th anniversary special issue

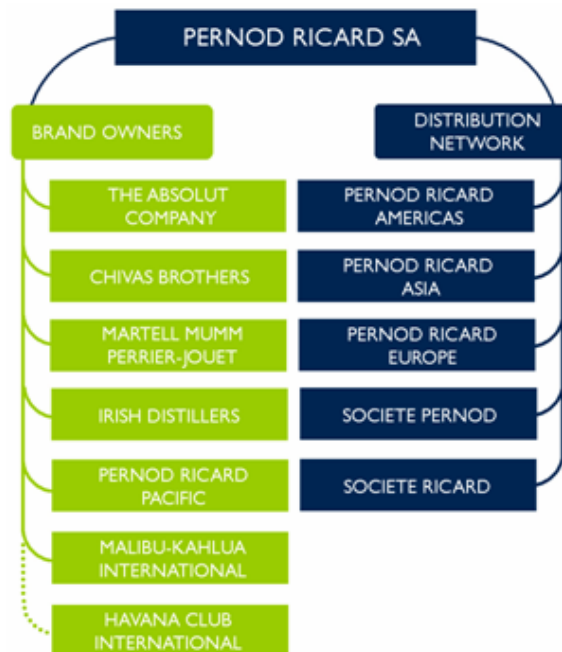
Successful decentralised organisation

● The subsidiaries: operational decision-makers

The Group is composed of

- "Brand owner" companies which have a thorough understanding of the brands and are responsible for the production and strategy for their brands, and
- Distribution companies for these international brands, grouped together by region, which market them to all key markets, supported by powerful local brands.

Decentralised management structure



- Operational decision-making takes place at the level of brand owners and their distribution subsidiaries.
- Brand owners develop their marketing strategy and the distribution subsidiaries adapt this strategy to national markets, in partnership with brand owners.
- Operating subsidiaries, brand owners or distributors, are thus independent and responsible: they are close to their consumers and to the individual cultures of each of the brands.

"We must be able to react quickly in each market. That is why managers of Pernod Ricard subsidiaries across the world operate as if they were managing their own companies."

Patrick Ricard,
Entreprendre 30th anniversary special issue



The history of Pernod Ricard can be divided into five key phases:

● 1975: Creation of Pernod Ricard

Fierce competitors in the French market, Ricard and Pernod decide in December 1974 to join forces in order to conquer international markets. The new Group includes Campbell Distillers (Scotch whiskies) and JFA Pampryl. **At that time 17 % of the company's turnover is made abroad.**

"With Pernod Ricard, we shall be able to quickly develop our exports and our international operations."

Paul Ricard

● 1980 to 1984: First international acquisitions

Pernod Ricard completes its first acquisitions in whisky, which is already the top selling global spirit. Then the Group builds a global sales network.

- **1981:** Acquisition of the **US group Austin Nichols**, producer and distributor of Wild Turkey bourbon.
- **1982:** Takeover of **SIAS MPA**, the world's n°1 producer of fruit preparations for the agri-foods industry.
For the first time, international sales exceed sales in France.
- **1984:** Acquisition in a non-alcoholic drink area: La Compagnie Française des Produits Orangina.

● 1985 to 1996: Building a global network

- **1985:** Acquisition of the **Italian group Ramazzotti**.
- **1988:** Acquisition of the main producer of **Irish whiskey, Irish Distillers**, owner of prestigious brands (Jameson, Paddy, Bushmills and Powers).
- **1989:** Acquisition of the **Australian wine group Orlando Wyndham**, renowned for its Jacob's Creek brand.
- **1991:** First successes in Asia.
- **1993:** Pernod Ricard and the **Cuban company Cubaron** create **Havana Club International**, a 50/50 joint venture for the commercialisation of Havana Club rum.

"We have acquired brands on a country by country basis, taking care to preserve their local roots in order to satisfy our global ambition."

Patrick Ricard,
Entreprendre 30th anniversary special issue

● 1997 to 2000: Structuring

- **1997:** Acquisition of the **Larios company (Spain)** and acquisition of an interest in the **Czech** bitters Becherovka producer **Jan Becher**.
- **1999:** Acquisition of **Yerevan Brandy company (Ararat) (Armenia)** and acquisition of **Agros** and the international rights to Wyborowa.
- **2000:** Acquisition of the Mexican tequila producer **Viuda de Romero**.

● 2001 to 2008: Major acquisitions – refocusing on core business

- **2001:** Acquisition of 38% of Seagram's wine and spirits activities for \$3.2 billion. Disposal programme for non-alcohol sector assets: Orangina, JFA Pampryl and SIAS MPA are sold. Chivas Regal, Martell and The Glenlivet added to the original brand portfolio.

The Group doubles its size in the wine and spirits sector and thus becomes one of the world's leading three operators.

Acquisition of the Polish vodka producer Wyborowa.

- **2002:** Partnership agreements with Sogrape for the distribution of Sandeman (Port) Partnership agreement with Kirin for the distribution of Four Roses (Bourbon). Continued disposals of non-alcohol sector assets (BWG, SIAS, Agros...)
- **2004:** Acquisition of the New Zealand wine producer Framingham Winery.
- **2005: Acquisition of Allied Domecq** in partnership with Fortune Brands for €10.7 billion. The spirit brands of Ballantine's, Malibu, Kahlúa, Beefeater, Stolichnaya (distribution rights) and wines (Montana, Campo Viejo, Graffigna) as well as the champagnes Mumm & Perrier-Jouët join the portfolio of the Group. Sale of the Old Bushmills distillery and Larios gin.
- **2007:** Amongst the key brands, disposals of Framingham wine by Pernod Ricard New Zealand and of Canei wine by Pernod Ricard Italia.
- **2008: Acquisition of Swedish group Vin & Sprit, owner of ABSOLUT vodka.** Two for one split of the nominal value of the Pernod Ricard share Share buyback offer followed by a compulsory buyout of the shares in G.H.Mumm&Cie Disposal of the brandy brands and Jerez wines by Pernod Ricard España. Acquisition of the company Lillet by Ricard SA. Disposal of Cruzan rum



Section 8

Acquisition of Vin&Sprit

● A unique acquisition marking a significant strategic turning point

- Pernod Ricard becomes world co-leader in the wine and spirits industry and world leader in the premium spirits segment
- The acquisition of V&S (ABSOLUT) strengthens the growth profile of the Group
 - Pernod Ricard becomes a powerful n°2 in the US*
 - Pernod Ricard strengthens its presence in Nordic countries thanks to the local brands of V&S,
 - Absolut benefits from Pernod Ricard's strong distribution network in the developed and emerging markets.

● Integration made easier by Pernod Ricard's decentralised organisational model

The creation of two new subsidiaries, both in Sweden, follows the V&S acquisition:

- 'The Absolut Company', a new "Brands owner" subsidiary, will be responsible for the production and overall brand strategy of Absolut.
- 'Pernod Ricard Nordic', a new "Distributor" subsidiary, connected with Pernod Ricard Europe, will market Pernod Ricard's international and local brands in Sweden, Denmark, Finland, Norway, the Baltic States and Iceland.

● Significant synergies

The taking back, as of 1 October 2008, of ABSOLUT's distribution by the Pernod Ricard network will enable accelerated realisation of synergies, revalued at € 150 million in a full-year, of which:

- at least 50% will be implemented in the 2008/09 financial year
- 100% in the 2009/10 financial year

● Acquisition of € 5.69 billion (incl. debt) will be fully financed through debt

- A € 11.5 billion syndicated loan, guaranteed by a group of 6 banks (BNP Paribas, Calyon, JPMorgan, Natixis, The Royal Bank of Scotland and Société Générale), was signed in order to cover Pernod Ricard's financing requirements.
- The initial Net Debt/EBITDA ratio is around 6 times, in line with the previous Seagram and Allied Domecq acquisitions.
- The significant cash generation and the implementation of synergies and EBITDA growth will enable rapid deleveraging.

** Source: IWSR Sales 2006 – Pernod Ricard market view, International "Western Style" spirits excluding RTDs, wine and wine-based aperitifs. Analysis excludes agency brands; Pernod Ricard market view: International Western Style Spirits brands = brands with price index >50 (index 100 = Price of Ballantine's Finest/Johnnie Walker Red)

Section 9

Stock market performance

● Pernod Ricard listing information

Stock market listing: Eurolist compartiment A.

Codes: ISIN: FR0000120693; Reuters: PERP.PA; Bloomberg: RI FP.

Deferred Settlement Service (SRD) eligibility: Yes

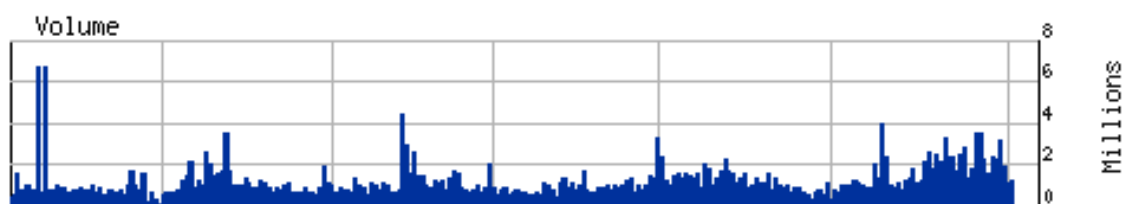
Pernod Ricard shares were first listed on the Paris Stock Exchange on 1 January 1975.

The Group was included in the CAC 40 index, the Paris Stock Exchange premier index, when it was created on 31 December **1987**. After an absence of 6 years, it was again included in the CAC 40 index on **11 July 2003**.

● Overview

	Share price at 04/11/2008	Lowest 12-month close	Highest 12-month close	Overall 12-month close
Pernod Ricard	55,20 €	38,60 €	80,42 €	- 30,88%
CAC 40	3 691 points	2 959 points	5 795 points	- 36,97%

● 12-month share price performance (rebased to 100)



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Patrick RICARD – Chairman of the Board of Directors of Pernod Ricard

It was in 1967 that Patrick Ricard joined the Ricard company, founded by his father Paul in 1932. He held successive positions in the company's main departments, becoming Managing Director in 1972. With the creation of Pernod Ricard 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. The strategy proved a resounding success, with sales and operating profit from recurring operations increasing 19 and 41-fold, respectively, between 1975 and 2008. Meanwhile, sales outside France grew from 17% to 89% of total sales. Despite such exceptional growth, the Group's guiding operational principle – decentralisation – has remained unchanged. Maintaining this management style throughout its acquisitions has helped new employees integrate quickly and empowered managers.

Patrick Ricard resigned his executive duties at the head of the Pernod Ricard Group with effect from 5 November 2008 but remains Chairman of the Group's Board of Directors.

Born in 1945, Patrick Ricard is married with three children. His interests include hunting and opera. Patrick Ricard has received numerous distinctions including that of the Commander of the Legion of Honour and Knight of the National Order of Merit.



Pierre PRINGUET – Chief Executive Officer of Pernod Ricard

A graduate of the Ecole Polytechnique and the Ecole des Mines, Pierre Pringuet started his career in the French civil service. He became an advisor to the 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 occupying 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 Patrick Ricard at the corporate headquarters, together with Richard Burrows, as one of Pernod Ricard's two joint Managing Directors. He has been a board member of Pernod Ricard since 2004.

Pierre Pringuet led the successful acquisition of Allied Domecq in 2005, and then the integration process. In December of that year he became the Group's sole managing director.

Following Patrick Ricard's resignation from his executive duties, Pierre Pringuet was appointed Chief Executive Officer on 5 November 2008. He is supported by a collegial team comprising four Deputy Managing Directors: Emmanuel Babeau, in charge of Finances, Thierry Billot, in charge of Brands, Michel Bord, in charge of the Distribution Network and Bruno Rain, in charge of Human resources.

Pierre Pringuet also chairs the Comité Sully, which promotes the French food-processing industry. He holds the rank of Knight of the National Order of Merit, and of Officier du Mérite Agricole. He was born in 1950 and is married with two children. His interests are skiing, golf and opera.



Executive management

HOLDING

Emmanuel BABEAU - Deputy Managing Director Finance

Emmanuel Babeau, ESCP Business School - joins the Group in 1993 at Pernod Ricard Holding as Internal Auditor and then takes responsibility for financial services in 1996. In 1997, he is appointed Financial Director of Pracsca (today Pernod Ricard España) and in 2001 is nominated at the Holding as Development Director. In 2003, he is nominated Chief Financial Officer Group Pernod Ricard. Since September 2006, he is Deputy Managing Director in charge of Finance.



Thierry BILLOT - Deputy Managing Director in charge of Brands

Thierry Billot, ESCP, joins Pernod Ricard in 1982 as Internal Auditor. He becomes Finance and Administration Director of Pernod in 1985 before being appointed Financial Director of Pernod Ricard in 1986. In 1992, he is appointed Chairman and Chief Executive Officer of Austin Nichols in the US. In 1996 he is appointed Chairman and Chief Executive Officer of Pernod, and in 2002, he is Chairman and Chief Executive Officer of Pernod Ricard Europe. Since 1 July 2008, he is Deputy Managing Director in charge of Brands



Michel BORD - Deputy Managing Director in charge of the Distribution Network

Michel Bord, BA in Literature, joins the Group, in 1991, as Managing Director of PRACSA (subsidiary of the Group in Spain) after having held various managing positions at Seagram. He is appointed Chairman and Chief Executive Officer of Pernod Ricard USA in 1996 before becoming Chairman and Chief Executive Officer of Pernod Ricard North America. In 2006, he is Chairman and Chief Executive Officer of Pernod Ricard Americas. Since 1 July 2008, he is Deputy Managing Director in charge of the Distribution Network.



Bruno RAIN - Deputy Managing Director in charge of Human Resources

Bruno Rain, HEC Business School - joins the Group in 1987 as Internal Auditor at the Holding company. In 1989, he is appointed Finance and Administration Director at SEGM (today Pernod Ricard Europe), before becoming the Group Finance Director in 1994. At the beginning of 1997 he is appointed CEO of Pernod Ricard Argentina and becomes, three years later, CEO of Pernod Ricard Larios, today Pernod Ricard España. Since September 2006, he is Deputy Managing Director in charge of Human Resources.



Ian FITZSIMONS - Vice-President, General Counsel

Ian FitzSimons joins the Group in 2002 as General Counsel, having previously held the position of Director of Legal Affairs, Europe & Africa for Seagram. Prior to joining Seagram, he is European Legal Director of Reckitt & Colman plc, where he works for 7 years. He is a qualified solicitor in England and Wales and spent 4 years in the London office of Baker & McKenzie.



Francisco de LA VEGA - Vice President, Corporate Communications

Francisco de la Vega, who has a Masters in Business Management and a French specialist postgraduate diploma (DESS) in marketing, joins Pernod Ricard in 1987, where he holds the post of Head of Group Alcohol Marketing. He is appointed Director of Marketing in 1989. In 1997, he becomes President and CEO of Pernod Ricard Canada, and in 2003, he is chief executive of Pernod Ricard Argentina. Since 2003, Francisco de la Vega is Vice President, Corporate Communications.



Executive management

SUBSIDIARIES

Alain BARBET – Chairman & CEO Pernod Ricard Americas

Alain Barbet, has a diploma from the ESSEC Business School, and has followed the Senior Executive Programme of Columbia University. He enters the Group in 1999 in the Financial Department of Austin Nichols, today Pernod Ricard USA, becoming its Financial Director, before taking up also the position of Finance Director Pernod Ricard North America in 2001. In 2005, he is appointed Chief Operating Officer of Pernod Ricard USA. Since July 2006, he has been in his current position: Chairman & CEO of Pernod Ricard USA.



Lionel BRETON – Chairman & CEO Martell Mumm Perrier-Jouët

Lionel BRETON graduated as an Engineer of the Ecole Supérieure Physique Chimie de Paris and possesses a university post-graduate research degree in organic chemistry. He joins Pernod Ricard as Product Group Manager in February 1983. Then, he successively holds positions as Pernod Marketing Director (1985/1991), Africa and Asia Director for Orangina International (1991/1992), CEO and eventually Chairman and CEO of San Giorgio Flavors (1992/1996), CEO of Prasca (at present, Pernod Ricard España) (1996/1997), CEO of Pernod Ricard Larios (1998/2000), and CEO of SIAS MPA. In 2001, he is appointed CEO of Martell Mumm Perrier-Jouët.



Pierre COPPÉRÉ – Chairman & CEO Pernod

Pierre COPPÉRÉ, ESCP, joins SEGM in 1979 as Export Market Manager, and since then, holds successively the posts of Sales Director for SEGM in Germany, Group Marketing Manager for SEGM (at present, Pernod Ricard Europe) in Paris and up until January 1996, Sales Director for Renault Bisquit. He becomes Director of Pernod Ricard Asia's South East Asia zone in 1996, as well as Managing Director of Perithaï (Thailand). In 1997, he becomes General Manager of Polacek and Preco (Poland, The Czech Republic and Hungary) then in 1998 Managing Director of Pernod Ricard Nederland. Since 2001, he has been CEO of Pernod.



Jean-Christophe COUTURES – Chairman & CEO Pernod Ricard Pacific

Jean-Christophe COUTURES, ESCP, joins Pernod Ricard in 1997 as Business Analyst at CSR Pampryl and is subsequently appointed as VP Finance Pernod Ricard Asia in 2000 and Chairman & CEO Pernod Ricard Korea in 2005. In 2006, he is President and Representative Director of Jinro Company Limited (JBC*) and Jinro Ballantines Import Company Limited (JBIC). Since 1 July 2008, he is Chairman & CEO Pernod Ricard Pacific.



Philippe DRÉANO – Chairman & CEO Pernod Ricard Asia

Philippe DREANO, ESSEC, joins the Group in 1989. In 1991, he becomes Export Director of Pernod International then since 1994, Managing Director of Perithaï (Thaïlande). In 1996, he becomes Managing Director of Pernod Ricard Japan then in 2000 CEO of Pernod Ricard Asia.



Ketil ERIKSEN – CEO of The Absolut Company

Ketil Eriksen holds a BSc. in Economics from the Oslo School of Business Administration. From 1999 to 2005 he is General Manager of Colgate-Palmolive in Sweden and Finland, joining V&S Absolut Spirits as President in 2005.



Executive management

SUBSIDIARIES

Laurent LACASSAGNE – Chairman & CEO Pernod Ricard Europe

Laurent LACASSAGNE, HEC, DECS, joins the Group in 1988 as Auditor at Pernod Ricard before being appointed Finance and Administration Director of Besserat de Bellefont and later of Cusenier. Then he becomes Finance and Administration Director of SEGM, now Pernod Ricard Europe. From 1997, he is Pernod Ricard Finance Director and in 2003, he becomes Chairman and Chief Executive Officer of Orlando Wyndham in Australia. In 2006, he is appointed Chief Executive Officer, Pernod Ricard Pacific Region. Since 1 July 2008, he is Chairman & CEO of Pernod Ricard Europe.



Christian PORTA – Chairman & CEO Chivas Brothers

Christian PORTA, ESCP, joins Pernod Ricard in 1988 as Internal Auditor before taking the position of Head of Financial Services. In 1994, he is appointed Finance and Administration Director of Pernod, and becomes in 1998 Managing Director of Campbell Distillers. In 1999, he is appointed Chairman and Chief Executive Officer of Orlando Wyndham, the Group subsidiary in Australia. Since 2004, he has been Chief Executive Officer of Chivas Brothers.



Alexandre RICARD – Chairman & CEO Irish Distillers

Alexandre Ricard, ESCP Business School and the Wharton University of Pennsylvania (MA in International Studies and MBA in Finance Entrepreneurship), joins the Group in 2003 as Audit & Business Development Manager of Pernod Ricard Holding Finance Direction and becomes, at the end of 2004, Finance and Administration Director of Irish Distillers. In 2006, he is appointed Managing Director of Pernod Ricard Asia Duty Free. Since 1 July 2008, he is Chairman & CEO of Irish Distillers



Philippe SAVINEL - Chairman & CEO of Ricard

Philippe SAVINEL, ESSEC, joins Pernod Ricard in 1985 as Internal Auditor, before taking responsibility for the Planning Budgeting Service at the Holding in 1987. In 1989, he is appointed Finance Director of Orangina and in 1993 he joins the Ricard company where he is Finance Director and then National Sales Director as of 1997. In 2001, he becomes Chief Executive of Irish Distillers. Since 2005, he has been Chief Executive Officer of Ricard.

