

2.3 Duties performed by the Directors



Age: **47 years old**

Nationality:
French

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

Number of shares
held
on 30 June 2019:
91,416

MR ALEXANDRE RICARD

Chairman of the Board & CEO

Mr Alexandre Ricard is a graduate of ESCP Europe, the Wharton School of Business (MBA majoring in finance and entrepreneurship) and of the University of Pennsylvania (MA in International Studies). After working for seven years outside the Group, for Accenture (Strategy and Consulting) and Morgan Stanley (Mergers and Acquisitions Consulting), he joined the Group Pernod Ricard in 2003 in the Audit and Development Department at the Headquarters. At the end of 2004 he became the Chief Financial and Administration Officer of Irish Distillers Group, and then Chief Executive Officer of Pernod Ricard Asia Duty Free in September 2006. In July 2008, he was appointed as Chairman & CEO of Irish Distillers Group and became a member of Pernod Ricard's Executive Committee. In September 2011, he joined the Group General Management as Managing Director, Distribution Network and became a member of the Executive Board. Mr Alexandre Ricard was the permanent representative of Société Paul Ricard (Director of Pernod Ricard) from 2 November 2009 until 29 August 2012, date on which he was co-opted as Director of Pernod Ricard and appointed Deputy Chief Executive Officer & Chief Operating Officer. On 11 February 2015, he was then appointed Chairman & CEO of the Group by the Board of Directors.

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

OFFICES AND MAIN FUNCTIONS HELD ON 30.06.2019 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

Within the Group

French companies

- Permanent representative of Pernod Ricard, Director of Pernod SAS et Ricard SAS
- Permanent representative of Pernod Ricard, Member of the Supervisory Committee of Pernod Ricard Europe, Middle East and Africa
- Director of Martell & Co SA

Non-French companies

- Chairman of Suntory Allied Limited (Japan)
- Director of Geo G. Sandeman Sons & Co. Ltd (United Kingdom)
- Member of the Board of Directors ("Junta de Directores") of Havana Club International SA (Cuba)

Outside the Group

- Member of the Management Board of Société Paul Ricard
- Director of Le Delos Invest I
- Director of Le Delos Invest II
- Director of Bendor SA (Luxembourg)

OFFICES THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

Within the Group

- Manager of Havana Club Know-How SARL (Luxembourg)
- Director of Havana Club Holding SA (Luxembourg)

Outside the Group

- Chairman & CEO of Le Delos Invest II
- Chairman & CEO of Lirix



Age: **64 years old**

Nationality:
French

Business address:
**Témaris & Associés,
40 rue François I^{er}
75008 Paris (France)**

Number of shares
held
on 30 June 2019:
3,000

MS PATRICIA BARBIZET

Lead Independent Director since 23 January 2019

Ms Patricia Barbizet is a graduate of ESCP Europe and began her career in 1976 with the Renault Véhicules group in Treasury before becoming Financial Director of Renault Crédit International.

In 1989, she joined the Pinault Group as Chief Financial Officer and became, from 1992 to 2018, Chief Executive Officer of Artémis, the Pinault family's investment company. From 2014 to 2016, she was also CEO & Chairwoman of Christie's International and chaired the Strategic Investment Fund (SIF) Investment Committee from 2008 to 2013. She is currently Chairwoman of the Cité de la Musique – Philharmonie de Paris and Chairwoman of Zoé SAS.

Ms Patricia Barbizet was appointed Chairwoman of the *Investissements d'Avenir* Supervisory Committee in April 2018 and has been Chairwoman of the *Haut Comité de Gouvernement d'Entreprise* since 1 November 2018.

Ms Patricia Barbizet has been a Director of Pernod Ricard since 2018 and was appointed Lead Independent Director on 23 January 2019.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2019 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of AXA ⁽¹⁾
- Lead Independent Director of Total ⁽¹⁾
- Chairwoman of Cité de la Musique – Philharmonie de Paris
- Chairwoman of Témaris et Associés
- Chairwoman of Zoé SAS

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Fnac-Darty ⁽¹⁾
- Vice-Chairwoman of the Board of Directors of Kering ⁽¹⁾
- Director of Peugeot SA ⁽¹⁾
- CEO of Artémis ⁽¹⁾
- CEO of Christie's International Plc (United Kingdom)
- Director of Yves Saint Laurent

(1) Listed company.



Age: **69 years old**

Nationality:
French

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

Number of shares
held
on 30 June 2019:
414,997

MR PIERRE PRINGUET

Vice Chairman of the Board of Directors until 23 January 2019

Mr Pierre Pringuet, a graduate of the École Polytechnique and the École des Mines, started his career in the French civil service. He was an advisor to government minister Michel Rocard (1981–1985), 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 positions of Managing Director of Société pour l'Exportation de Grandes Marques (1987–1996) and then Chairman & CEO of Pernod Ricard Europe (1997–2000). In 2000, he joined Mr Patrick Ricard at the Headquarters as one of Pernod Ricard's two joint Chief Executive Officers, together with Richard Burrows. He was appointed Director of Pernod Ricard in 2004 and led the successful acquisition of Allied Domecq in 2005 and its subsequent integration. In December of the same year, he became the Group's Deputy Chief Executive Officer & Chief Operating Officer. In 2008, Mr Pierre Pringuet carried out the acquisition of Vin&Sprit (V&S) and its brand Absolut Vodka, which completed Pernod Ricard's international development. Following the withdrawal of Mr Patrick Ricard from his operational duties, Mr Pierre Pringuet was appointed Chief Executive Officer of Pernod Ricard on 5 November 2008. He performed his duties as Chief Executive Officer until 11 February 2013, when his term of office expired pursuant to the Company's bylaws. Mr Pierre Pringuet was President of the Association Française des Entreprises Privées (AFEP) (French Association of Private Enterprises) from June 2012 until May 2017.

Mr Pierre Pringuet was Vice Chairman of the Board of Directors from 29 August 2012 to 23 January 2019.

He holds the ranks of Officer of the Legion of Honour, Knight of the National Order of Merit and Commander of the Order of Merit in Agriculture.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2019 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of Iliad ⁽¹⁾
- Director of Cap Gemini ⁽¹⁾
- Member of the Supervisory Board of Vallourec ⁽¹⁾
- Director of Avril Gestion SAS (Avril Group)

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Chairman of the Sully Committee
- President of the Association Française des Entreprises Privées (AFEP)

(1) Listed company.



Age: **71 years old**

Nationality:

French

Business address:

**Friedland Gestion
4, rue de la Paix
75002 Paris (France)**

Number of shares
held

on 30 June 2019:
1,450

MS NICOLE BOUTON

Independent Director

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 Deputy Manager in the Central Administration function 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 as a member of the Executive Committee of Banque NSMD (ABN AMRO France group) and became Manager responsible for Institutional and Bank Clients before being appointed a member of the Management Board in 2000. She also took up the duties of Vice-Chairwoman of the ABN AMRO France Holding Company the same year.

She was also appointed as Chairwoman of the Management Board and then Vice-Chairwoman of the Supervisory Board of Asset Allocation Advisors and Chairwoman of the Banque du Phénix, which she merged with Banque NSMD in October 1998. Ms Nicole Bouton left ABN AMRO in 2001, and in 2002 she founded Groupe Financière Centuria, which she chaired until June 2010. In this capacity, she chairs several affiliates including Financière Accréditée, which was acquired in 2006. She is also a Director of several other affiliates of Groupe Financière Centuria. At the end of June 2010, she sold her shares in Centuria and remained Chairwoman of Financière Accréditée until its sale in 2016. She was appointed as Chairwoman of the Strategic Committee of Friedland Gestion, an investment management company, alongside two new partners.

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

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2019 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Chairwoman of the Strategic Committee of Friedland Gestion
- Director of Chœur & Orchestre de la Sorbonne

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Chairwoman of Centuria Capital
- Chairwoman of Centuria Luxembourg (affiliate of Centuria Capital)
- Chairwoman of Financière Centuria Asset Management (affiliate of Centuria Capital)
- Chairwoman of Centuria Accréditation (affiliate of Centuria Capital)
- Chairwoman of Financière Accréditée (affiliate of Centuria Capital)
- Director of AMOC (Opéra Comique)



Age: **59 years old**

Nationality:

German

Business address:

**CVC Capital Partners
WestendDuo,
Bockenheimer
Landstrasse 24
60323 Frankfurt am
Main (Germany)**

Number of shares
held

on 30 June 2019:
1,076

MR WOLFGANG COLBERG

Independent Director

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 with the Robert Bosch group and the BSH group. After joining the Robert Bosch group in 1988, he became Business Analyst (Headquarters), and then went on to become Head of Business Administration at the Göttingen production site (1990-1993), then Head of the Business Analyst Team and Economic Planning (Headquarters) (1993-1994), before being appointed as General Manager for the Group's Turkey and Central Asia affiliate. In 1996, he was appointed Senior Vice Chairman – Central Purchasing and Logistics (Headquarters).

Between 2001 and 2009, Mr Wolfgang Colberg was Chief Financial Officer at BSH Bosch und Siemens Hausgeräte GmbH and a member of the Executive Committee. He was then Chief Financial Officer of Evonik Industries AG as well as a member of the Executive Committee between 2009 and 2013. He has been Industrial Partner at CVC Capital Partners since 2013 and was appointed as Senior Adviser at CVC Advisers in 2019.

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

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2019 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of Thyssenkrupp AG ⁽¹⁾ (Germany)
- Director of Burelle SA ⁽¹⁾
- Senior Adviser, CVC Advisers (Germany)
- Industrial Partner, CVC Capital Partners (Germany)
- Chairman of the Supervisory Board of ChemicalInvest Holding BV, Sittard (Netherlands)
- Chairman of the Board of AMSilk GmbH, Munich (Germany)
- Chairman of the Board of Efficient Energy GmbH, Munich (Germany)
- Member of the Regional Board of Deutsche Bank AG (Germany)

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- None

(1) Listed company.



Age: **48 years old**

Nationality:
French

Business address:
Groupe Bruxelles Lambert
24, avenue Marnix
BE1000 Brussels
(Belgium)

Number of shares
held
on 30 June 2019:
1,000

MR IAN GALLIENNE

Independent Director

Mr Ian Gallienne has been CEO of Groupe Bruxelles Lambert since January 2012.

He holds an MBA from INSEAD in Fontainebleau. From 1998 to 2005, he was Manager of the Rhône Capital LLC private equity fund in New York and London. In 2005, he founded the private equity fund Ergon Capital Partners, of which he was Managing Director until 2012.

Mr Ian Gallienne has been a Director of Groupe Bruxelles Lambert since 2009, of Imerys since 2010, of SGS since 2013 and of Adidas since 2016.

Mr Ian Gallienne has been a Director of Pernod Ricard since 2012.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2019 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- CEO of Groupe Bruxelles Lambert ⁽¹⁾ (Belgium)
- Director of Imerys ⁽¹⁾
- Director of SGS SA ⁽¹⁾ (Switzerland)
- Director of Adidas AG ⁽¹⁾ (Germany)
- Director of Frère-Bourgeois SA (Belgium)
- Manager of the Board of Directors of Sienna Capital (Luxembourg)
- Manager of Serena 2017 SC
- Manager of Société Civile Château Cheval Blanc
- Director of Compagnie Nationale de Portefeuille SA (Belgium)

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Lafarge SA ⁽¹⁾
- Director of Umicore ⁽¹⁾ (Belgium)
- Director of Erbe SA (Belgium)
- Director of Steel Partners NV (Belgium)
- Director of Gruppo Banca Leonardo SpA (Italy)
- Member of the Supervisory Board of Kartesia Management SA (Luxembourg)
- Manager of Ergon Capital II SARL (Luxembourg)
- Director of Ergon Capital SA (Belgium)

(1) Listed company.



Age: **57 years old**

Nationality:
French

Business address:
Martell Mumm
Perrier-Jouët
112, avenue Kléber
75116 Paris (France)

Number of shares
held
on 30 June 2019:
4,348

MR CÉSAR GIRON

Director

After graduating from the École Supérieure de Commerce de Lyon, Mr César Giron joined the Group Pernod Ricard in 1987, where he has spent his entire career. In 2000, he was appointed Chief Executive Officer of Pernod Ricard Swiss SA before becoming Chairman & CEO of Wyborowa SA in Poland in December 2003.

From July 2009, Mr César Giron acted as Chairman & CEO of Pernod until his appointment, on 1 July 2015, as Chairman & CEO of Martell Mumm Perrier-Jouët.

Mr César Giron is Chairman of the Management Board of Société Paul Ricard.

Mr César Giron is a grandson of Mr Paul Ricard, the founder of Société Ricard.

Mr César Giron has been a Director of Pernod Ricard since 2008.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2019 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

Within the Group

- Chairman & CEO of Martell Mumm Perrier-Jouët
- Chairman & CEO of Martell & Co SA
- Chairman & CEO of Champagne Perrier-Jouët
- Chairman & CEO of GH Mumm & Cie SVCS
- Chairman of Domaines Jean Martell
- Chairman of Augier Robin Briand & Cie
- Chairman of Le Maine au Bois
- Chairman of Financière Moulins de Champagne
- Chairman of Spirits Partners SAS
- Director of Société des Produits d'Armagnac SA
- Director of Mumm Perrier-Jouët Vignobles et Recherches

Outside the Group

- Chairman of the Management Board of Société Paul Ricard
- Director of Le Delos Invest I
- Director of Le Delos Invest II
- Director of Bendor SA (Luxembourg)

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Lirix



Age: **50 years old**

Nationality:
Spanish

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

Number of shares
held
on 30 June 2019:
1,100

MS MARTINA GONZALEZ-GALLARZA

Director

Ms Martina Gonzalez-Gallarza graduated from the Jesuit ICADE Business School in Madrid (*Licenciatura*) and holds a PhD in Marketing from the University of Valencia. She pursued her career in the academic world and held various roles in the Faculty of Business Studies at the Universitat Politècnica de València, including Manager of the Marketing Department and Head of the International Office. In 2004, she joined the Catholic University of Valencia where she held the position of Dean of the Business Studies Faculty until 2008. In November 2008, Ms Martina Gonzalez-Gallarza joined the Marketing Department where, currently as a Full Professor, she has been researching consumer behaviour (with more than 50 articles published in academic journals and more than 100 papers presented at conventions or international conferences) and teaches international Master's programmes in Valencia (Chamber of Commerce, UV and UCV) and abroad (at the IAE in Rennes and at the IGC in Bremen (Germany) and at the LUISS University in Rome (Italy)). She was a visiting scholar at Columbia University (New York City), at ESCP Europe (France) and at the University of Sassari (Sardinia, Italy).

In addition, Ms Martina Gonzalez-Gallarza is a member of the American Marketing Association, and of the Spanish and French Marketing Associations.

Ms Martina Gonzalez-Gallarza has been a Director of Pernod Ricard since 2012.

**OFFICES AND MAIN FUNCTIONS
HELD OUTSIDE THE GROUP
ON 30.06.2019 OR AT THE DATE
OF RESIGNATION WHERE APPLICABLE**

• None

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE
EXPIRED OVER THE LAST FIVE YEARS**

• None



Age: **51 years old**

Nationality:
French

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

Number of shares
held
on 30 June 2019:
1,000

MS ANNE LANGE

Independent Director

A French citizen and graduate of the Institut d'Études Politiques of Paris and of the École Nationale d'Administration (ENA), Ms Anne Lange began her career within the office of the Prime Minister as Director of the State-Controlled Broadcasting Office. In 1998, she joined Thomson as Manager of Strategic Planning before being appointed Head of the eBusiness Europe Department in 2000. In 2003, Ms Anne Lange took up the function of General Secretary of the Rights on the Internet Forum, a public body reporting to the office of the Prime Minister. From 2004 to 2014, she went on to successively hold the positions of Director of Public Sector Europe, Executive Director Global Media and Public Sector Operations (in the USA) and then Innovation Executive Director within the Internet Business Solution Group division at the Cisco group.

She later founded Mentis, in which she sold her shares at the end of 2017. As a start-up specialised in the technology of application platforms and connected objects, Mentis collaborates with major groups on mobility solutions and management of urban space, placing it at the centre of the connected territories' revolution.

Anne Lange meanwhile created ADARA, a consulting and investment company. She is a Senior Advisor working for major high-tech groups, strategy consulting firms and more traditional businesses seeking to find their own path to transformation. She sits on the Board of listed companies (Orange, Pernod Ricard, Econocom Group, FFP (financial company, holding of the Peugeot family) and on the Board of the IN Group (previously Imprimerie Nationale)).

Ms Anne Lange has expertise in innovation and digital technology, which she has developed for 20 years in both private and public sectors, in a global perspective.

Ms Anne Lange has been a Director of Pernod Ricard since 2016.

**OFFICES AND MAIN FUNCTIONS
HELD OUTSIDE THE GROUP
ON 30.06.2019 OR AT THE DATE
OF RESIGNATION WHERE APPLICABLE**

- Director of Orange ⁽¹⁾
- Director of Econocom Group ⁽¹⁾ (Belgium)
- Director of FFP ⁽¹⁾
- Director of IN Group

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE
EXPIRED OVER THE LAST FIVE YEARS**

- Founder and Manager of Mentis

(1) Listed Company.



Age: **37 years old**

Nationality:
French

Business address:
**Martell Mumm
Perrier-Jouët
112, avenue Kléber
75116 Paris (France)**

Number of shares
held by
Mr Paul-Charles Ricard
on 30 June 2019:
182,226

Number of shares
held by Société
Paul Ricard
on 30 June 2019:
28,051,679

MR PAUL-CHARLES RICARD

Permanent representative of Société Paul Ricard⁽¹⁾, Director

Mr Paul-Charles Ricard graduated from Euromed Marseille Business School with a Master's in Management Science, and from Panthéon-Assas Paris 2 University with a Master 2 in Communications (Media Law) and a Master's in Business Law. He joined Pernod Ricard in 2008 as an internal auditor in the Audit and Business Development Department at the Headquarters. In 2010, Mr Paul-Charles Ricard was appointed GH Mumm International Brand Manager at Martell Mumm Perrier-Jouët before being appointed Group Innovation Manager.

Mr Paul-Charles Ricard is a grandson of Mr Paul Ricard, the founder of Société Ricard.

He has been the permanent representative of Société Paul Ricard (Director of Pernod Ricard) since 29 August 2012.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2019 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Chairman of Le Delos Invest III (Société Paul Ricard)
- Vice Chairman of the Supervisory Board of Société Paul Ricard (Mr Paul-Charles Ricard)

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- None

(1) Unlisted company, shareholder of Pernod Ricard.

**MR GILLES SAMYN****Independent Director**

Mr Gilles Samyn holds a Commercial Engineering degree from the Université Libre de Bruxelles (ULB) – Solvay Business School, in which he held academic and scientific roles from 1969 to 2016. He began his professional career as a consultant at the Mouvement Coopératif Belge before joining Groupe Bruxelles Lambert in 1974. In 1983, after one year as an independent advisor, he joined Groupe Frère Bourgeois, where he held the position of Managing Director until February 2019.

Mr Gilles Samyn has been Director of Pernod Ricard since 2014.

Age: **69 years old**
 Nationality:
Belgian and French
 Business address:
CNP
Rue de la
Blanche Borne
12B-6280 Loverval
(Belgium)
 Number of shares
 held
 on 30 June 2019:
1,000

**OFFICES AND MAIN FUNCTIONS
 HELD OUTSIDE THE GROUP
 ON 30.06.2019 OR AT THE DATE
 OF RESIGNATION WHERE APPLICABLE**

- Director of AOT Holding Ltd (Switzerland)
- Manager of Astra Oil Company LLC (AOC) (USA)
- Director of Astra Transcor Energy NV (ATE) (The Netherlands)
- Chairman of the Board of Directors of Filux SA (Luxembourg)
- Manager of Gosa SDC (Belgium)
- Director of Grand Hôpital de Charleroi ASBL (Belgium)
- Managing Director of Société des Quatre Chemins SA (Belgium)
- Chairman of the Board of Directors of TAGAM AG (Switzerland)
- Chairman of the Board of Directors of Transcor Astra Group SA (Belgium)
- Chairman of the Board of Directors of Worldwide Energy Ltd AG (Switzerland)
- Managing Director of Investor SA (Belgium)
- President of Maison des Maths et du Numérique ASBL (Belgium)

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE
 EXPIRED OVER THE LAST FIVE YEARS**

- Vice Chairman of APG/SGA SA ⁽¹⁾ (Switzerland)
- Chairman of Groupe Flo SA ⁽¹⁾
- Director of Groupe Bruxelles Lambert SA ⁽¹⁾ (GBL) (Belgium)
- Member of the Supervisory Board of Métropole Télévision (M6) SA ⁽¹⁾
- Director of Pargesa Holding SA ⁽¹⁾ (Switzerland)
- Chairman and Representative of Société des Quatre Chemins SA, Director of ACP SA (Belgium)
- Permanent Representative of Société des Quatre Chemins SA, Director and Chairman of ACP SA
- *Commissaris* of Agesca Nederland NV (Netherlands)
- Representative of ACP SA, Director of Antwerp Gas Terminal NV (Belgium)
- Director of Banca Leonardo SpA (Italy)
- Director of Belgian Ice Cream Group NV (Belgium)
- Chairman of Belgian Sky Shops SA (Belgium)
- Managing Director of Carpar SA (Belgium)
- Director of Carsport SA (Belgium)
- Chairman of Cheval Blanc Finance SAS
- Permanent Representative of Société des Quatre Chemins SA, Managing Director of Compagnie Nationale à Portefeuille SA, ex-Newcor SA (Belgium)
- Vice Chairman of Compagnie Nationale à Portefeuille SA (Belgium)
- Managing Director of Erbe SA (Belgium)
- Managing Director of Fibelpar SA (Belgium)
- Director of Fidentia Real Estate Investments SA (Belgium)
- Chairman of Financière Flo SAS
- Managing Director of Frère-Bourgeois SA (Belgium)
- Chairman of International Duty Free SA ex-Distripair SA (Belgium)
- Managing Director of Loverval Finance SA, ex-Compagnie Nationale à Portefeuille SA (Belgium)
- Chairman of Newcor SA (Belgium)
- Director of Newtrans Trading SA (Belgium)
- Managing Director of Safimar SA (Belgium)
- Managing Director of SCP SA (Luxembourg)
- Chairman of the Board of Directors of Segelux SA, ex-Gesecalux SA (Luxembourg)
- Director of Société Civile Château Cheval Blanc
- Manager of Sodisco SARL
- Chairman of Solvayschoolsalumni ASBL (Belgium)
- Director of Starco Tielen NV (Belgium)
- Chairman of the Board of Directors of Swilux SA (Luxembourg)
- Member of the Investment Committee of Tikehau Capital Partners SAS
- Director of Transcor East Ltd (Switzerland)
- Director of TTR Energy SA (Belgium)
- Chairman of Unifem SAS
- Permanent Representative of Compagnie Immobilière de Roumont SA, Director of BSS Investments (Belgium)

⁽¹⁾ Listed Company.

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Permanent Representative of Société Quatre Chemins SA, Managing Director of Carpar SA (Belgium)
- Alternate Director of Cheval des Andes SA (ex-Opéra Vineyards SA) (Argentina)
- Chairman of the Board of Directors of Compagnie Immobilière de Roumont SA (Belgium)
- Chairman of the Board of Directors of Compagnie Nationale à Portefeuille SA (Belgium)
- Managing Director of Domaines Frère-Bourgeois SA (Belgium)
- Chairman of the Board of Directors of Europart SA (Belgium)
- Permanent Representative of Société Des Quatre Chemins SA, Chairman of the Board of Directors of Fibelpar SA (Belgium)
- Director of Financière de la Sambre SA (Belgium)
- Chairman of the Board of Directors of Finer SA, ex-Erbe Finance SA (Luxembourg)
- Director of Frère-Bourgeois SA (Belgium)
- Permanent Representative of Frère-Bourgeois SA, Manager of GBL Energy SARL (Luxembourg)
- Representative of Frère-Bourgeois SA, Director of GBL Verwaltung SA (Luxembourg)
- Chairman of the Board of Directors of Helio Charleroi Finance SA (Luxembourg)
- Chairman of the Board of Directors of Kermadec SA (Luxembourg)
- *Commissaris* of Parjointco NV (The Netherlands)
- Manager of Sienna Capital SARL (Luxembourg)
- Member of the Raad van Bestuur of Stichting Administratiekantoor Frère-Bourgeois (The Netherlands)



Age: **50 years old**

Nationality:
British

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

Number of shares
held
on 30 June 2019:
1,000

MS KORY SORENSON

Independent Director

Ms Kory Sorenson is a British citizen born in the United States. She made her career in finance, with a focus on capital and risk management. She holds a Master's degree from the Institut d'Études Politiques de Paris, a Master's degree in Applied Economics from the University of Paris Dauphine and a Bachelor of Arts degree with honours in Political Science and Econometrics from the American University of Washington, DC. In 2013, she completed the Harvard Business School's executive education programme, "Making Corporate Boards More Effective", and in 2016 she completed another executive programme at INSEAD, "Leading from the Chair". Ms Kory Sorenson held the position of Managing Director, Head of Insurance Capital Markets at Barclays Capital in London, where her team conducted innovative transactions in capital management, mergers and acquisitions, as well as equity transactions, hybrid capital and risk management for major insurance companies. She previously led the team in charge of the financial markets, specialising in insurance, at Credit Suisse, and the team in charge of debt markets for financial institutions in Germany, Austria and the Netherlands at Lehman Brothers. She began her career in investment banking at Morgan Stanley and in finance at Total.

Ms Kory Sorenson is currently Director and Chairwoman of the Audit Committee of SCOR SE (listed on the Paris stock exchange), and member of the Boards of life and non-life reinsurance affiliates in the United States, Director and Chairwoman of the Compensation Committee of Phoenix Group Holdings (listed in the United Kingdom), Director of SGS SA (listed in the United Kingdom), and member of the Supervisory Board of Bank Gutmann, a private bank in Austria.

Ms Kory Sorenson has been a Director of Pernod Ricard since 2015.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2019 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of SGS SA ⁽¹⁾ (Switzerland)
- Director of Phoenix Group Holdings ⁽¹⁾ (United Kingdom)
- Director of SCOR SE ⁽¹⁾
- Director of SCOR Global Life Americas Reinsurance Company (USA)
- Director of SCOR Global Life USA Reinsurance Company (USA)
- Member of the Supervisory Board of Château Troplong Mondot
- Member of the Supervisory Board of Bank Gutmann (Austria)

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Prometic ⁽¹⁾ (Canada)
- Member of the Supervisory Board of UNIQA Insurance Group AG ⁽¹⁾ (Austria)
- Director of Institut Pasteur (non-profit foundation)
- Director of Aviva Insurance Limited (United Kingdom)

(1) Listed company.



Age: **38 years old**

Nationality:
Spanish

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

Number of shares
held
on 30 June 2019:
8,570

MS VERONICA VARGAS

Director

Ms Veronica Vargas received an Engineering degree from the University of Seville (*Escuela Técnica Superior de Ingenieros*) (Spain) and continued her training in industrial engineering in management at the École Centrale Paris (ECP).

Ms Veronica Vargas started her professional career at the beginning of 2007 at Société Générale Corporate & Investment Banking in Paris as part of the "Strategic and Acquisition Finance" team. She joined the London team in 2009, where she continues to be involved in advising key clients on all aspects related to the optimisation of their capital structure, as well as participating in the completion of their strategic financing, including acquisitions, spin-offs, share buybacks, and other strategic transactions.

Ms Veronica Vargas is a great-granddaughter of Mr Paul Ricard, the founder of Société Ricard, and has been a permanent representative of Rigivar SL, a member of the Supervisory Board of Société Paul Ricard SA since 2009.

Ms Veronica Vargas has been a Director of Pernod Ricard since 2015.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2019 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Permanent representative of Rigivar, member of the Supervisory Board of Société Paul Ricard

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- None



Age: **48 years old**

Nationality:
Spanish

Business address:
**Pernod Ricard España –
c/* Arequipa, 1
28043 Madrid –
Spain**

MS MARIA JESUS CARRASCO LOPEZ

Director representing the employees, whose first meeting of the Board of Directors was on 23 January 2019

Ms Maria Jesús Carrasco Lopez graduated from both ESIC Business and Marketing School (Master in *Dirección de comercio internacional*) and CENP (*Diplomatura en comercio exterior*) located in Spain.

She joined Pernod Ricard España in 1999, where she successively held the positions of Marketing Executive Assistant (from 1999 to 2010) and Trade Marketing Executive On Trade (from 2010 to 2019). She is currently holding the position of Regional Trade Marketing Manager and supervises all regional action plans in accordance with the Group's strategy.

In addition to her position, she was appointed Director representing the employees on the Board of Directors of Pernod Ricard SA in December 2018.

**OFFICES AND MAIN FUNCTIONS
HELD OUTSIDE THE GROUP
ON 30.06.2019 OR AT THE DATE
OF RESIGNATION WHERE APPLICABLE**

- None

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE
EXPIRED OVER THE LAST FIVE YEARS**

- None



Age: **48 years old**

Nationality:
French

Business address:
**Ricard
6, rue Newton
75116 Paris (France)**

MR STÉPHANE EMERY

Director representing the employees whose first meeting of the Board of Directors was on 19 January 2018

Mr Stéphane Emery graduated from the ESCO Paris/Wesford (Business and Management School).

He started his career in July 1994 within the Group Pernod Ricard and joined the Ricard teams in Paris as On Trade Area Manager, followed by On Trade Sales Manager in Bourgogne (from 2000 to 2005) and Off Trade Sales Manager in Paris (from 2005 to 2017). He currently holds the position of Public Relations Manager in Paris.

In December 2017, following his election by the Group Committee (France), he was appointed Director representing the employees within the Board of Directors of Pernod Ricard SA.

Highly involved in the Group, Stéphane Emery has also been an employee representative at Ricard (SIPGR trade union representative, then member of the employee Committee/works' council and works' council secretary prior to becoming a delegated representative for France on the European Committee).

Mr Stéphane Emery has also been a Director representing the employees of the Ricard Corporate Foundation since 2010.

**OFFICES AND MAIN FUNCTIONS
HELD OUTSIDE THE GROUP
ON 30.06.2019 OR AT THE DATE
OF RESIGNATION WHERE APPLICABLE**

- Director representing the employees of the Ricard Corporate Foundation

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE
EXPIRED OVER THE LAST FIVE YEARS**

- None

The Directors hold no other employee positions in the Group, with the exceptions of: Mr César Giron, Chairman & CEO of Martell Mumm Perrier-Jouët; Mr Paul-Charles Ricard (Permanent Representative of Société Paul Ricard, Director), Group Innovation Manager at Martell Mumm Perrier-Jouët, Ms Maria Jesus Carrasco Lopez, Director representing the employees who is Regional Trade Marketing Manager at Pernod Ricard España and Mr Stéphane Emery, Director representing the employees, who is Public Relations Manager in Paris.