



# North America Investor Call

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MARCH 10, 2020



Pernod Ricard



# Introducing Ann Mukherjee

Chairwoman and CEO,  
Pernod Ricard North America

- + Over 30 years' experience in a variety of sales and marketing roles including managing the Kraft Mac & Cheese, Kraft Singles, Taco Bell and Minute Rice brands for [Kraft Foods](#). Followed by spells as Marketing Vice President for Quaker Snacks and Chief Marketing Officer for Frito-Lay
- + Latterly Ann served as the first global Chief Marketing Officer for [S.C. Johnson & Son](#), before being promoted to global Chief Commercial Officer
- + Beyond a brand builder, Ann is here to build a business through to shelf
- + Committed to making meaningful change that lasts, while putting people and consumers first



# Highlights

## NORTH AMERICA SALES

FY19  
vs. FY18

H1 FY20 vs.  
H1 FY19



stable<sup>1</sup>

+4%



+4%

stable



Pernod Ricard

- + **North America is a Must-win market** for Pernod Ricard, accounting for 21% of global Sales
- + US Spirits market growth has been strong, slightly ahead of its **long-term trend of +4%**, driven by sustained dynamics
- + **Pernod Ricard USA is growing at c. +4%**, with continued focus on consumer and customer centricity and go-to-market agility, with clear portfolio prioritization
- + Pernod Ricard North America's **ambition is to beat the market in the medium-term**

**Note:** 1. Sell-out broadly in line with market estimate of c. +4.5%



# Good performance in a mature Canadian market



FY19 OTC %

+14%



+9%



+3%



+6%

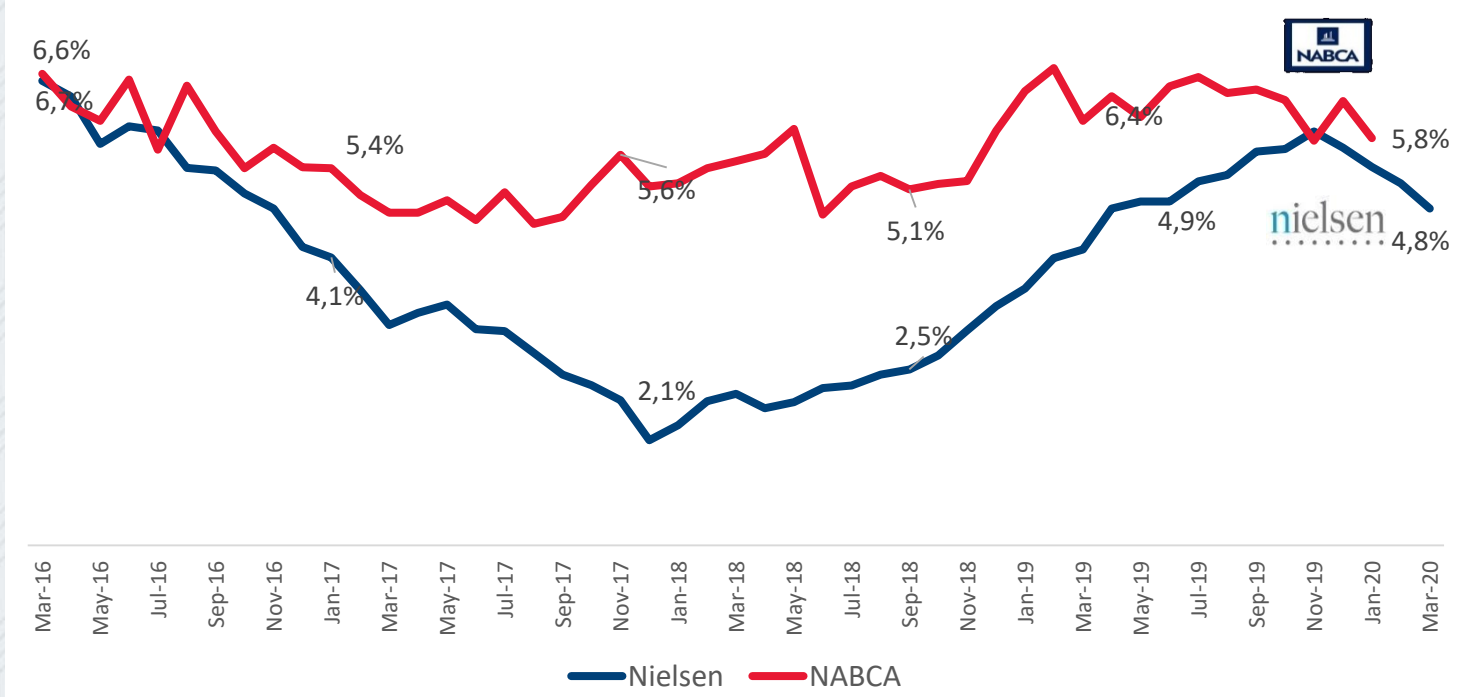
+ Strong commercial performance of international brands, led by Jameson, The Glenlivet and Absolut

+ Positive restaging of Wiser's

# Strong US Spirits market growth at c. 4.5%



NIELSEN & NABCA VALUE TRENDS  
MAT % CHANGE



PERNOD RICARD ESTIMATE  
OF TOTAL MARKET GROWTH

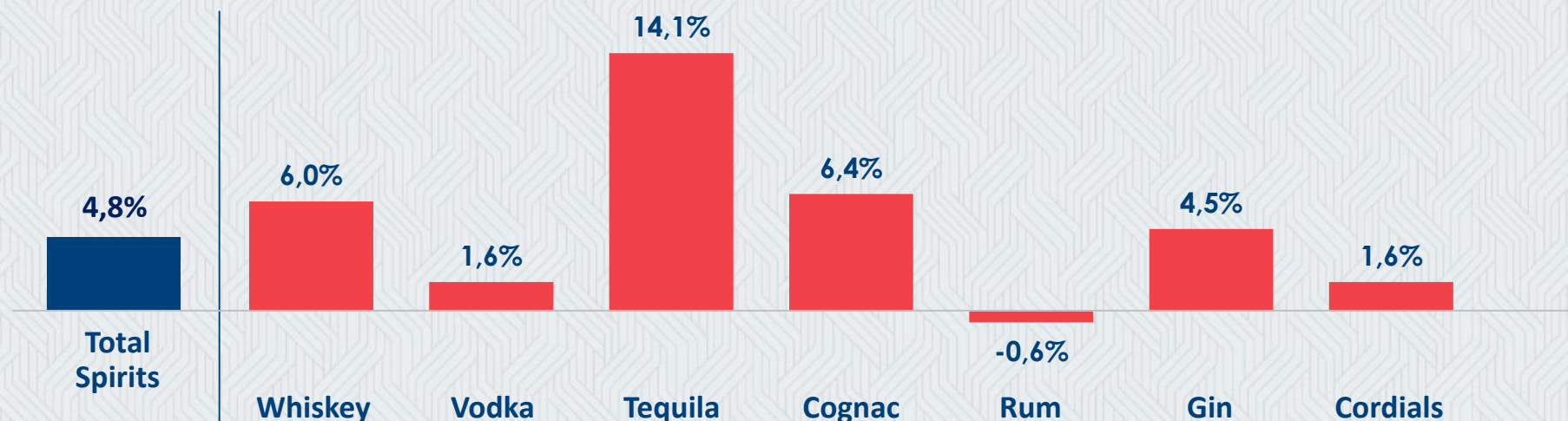
<i>Feb. 20 MAT</i>	<b>COVERAGE</b> <i>(Vol % market)</i>	<b>VALUE</b> <i>(yoy % growth)</i>
Nielsen	~35%	+4.8%
NABCA	~20%	+5.8%
Rest of Market	~45%	~+4.0%
<b>TOTAL</b>	<b>100%</b>	<b>~+4.5%</b>



# Whiskey and Tequila the key growth drivers



NIelsen, \$ VALUE TRENDS BY CATEGORY  
MAT % CHANGE



Share of market

Whiskey	35%	Vodka	28%	Tequila	10%	Cognac	4%	Rum	8%	Gin	3%	Cordials	9%
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% of Market Growth

Whiskey	44%	Vodka	9%	Tequila	27%	Cognac	6%	Rum	-1%	Gin	3%	Cordials	2%
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# Top 4 states representing c. 35% of the US Spirits market



Share of market

12%

8%

8%

7%

FY19 Growth %

5.4%

3.7%

7.1%

3.0%



# Pernod Ricard North America's objective is clear, with 4 enablers to achieve the ambition

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## BEAT THE MARKET

1

**FROM BRAND CENTRIC TO  
CONSUMER CENTRIC**



2

**SIMPLIFY WAYS OF WORKING  
TO INCREASE SPEED TO MARKET**



3

**MAXIMISE  
PORTFOLIO GROWTH**



4

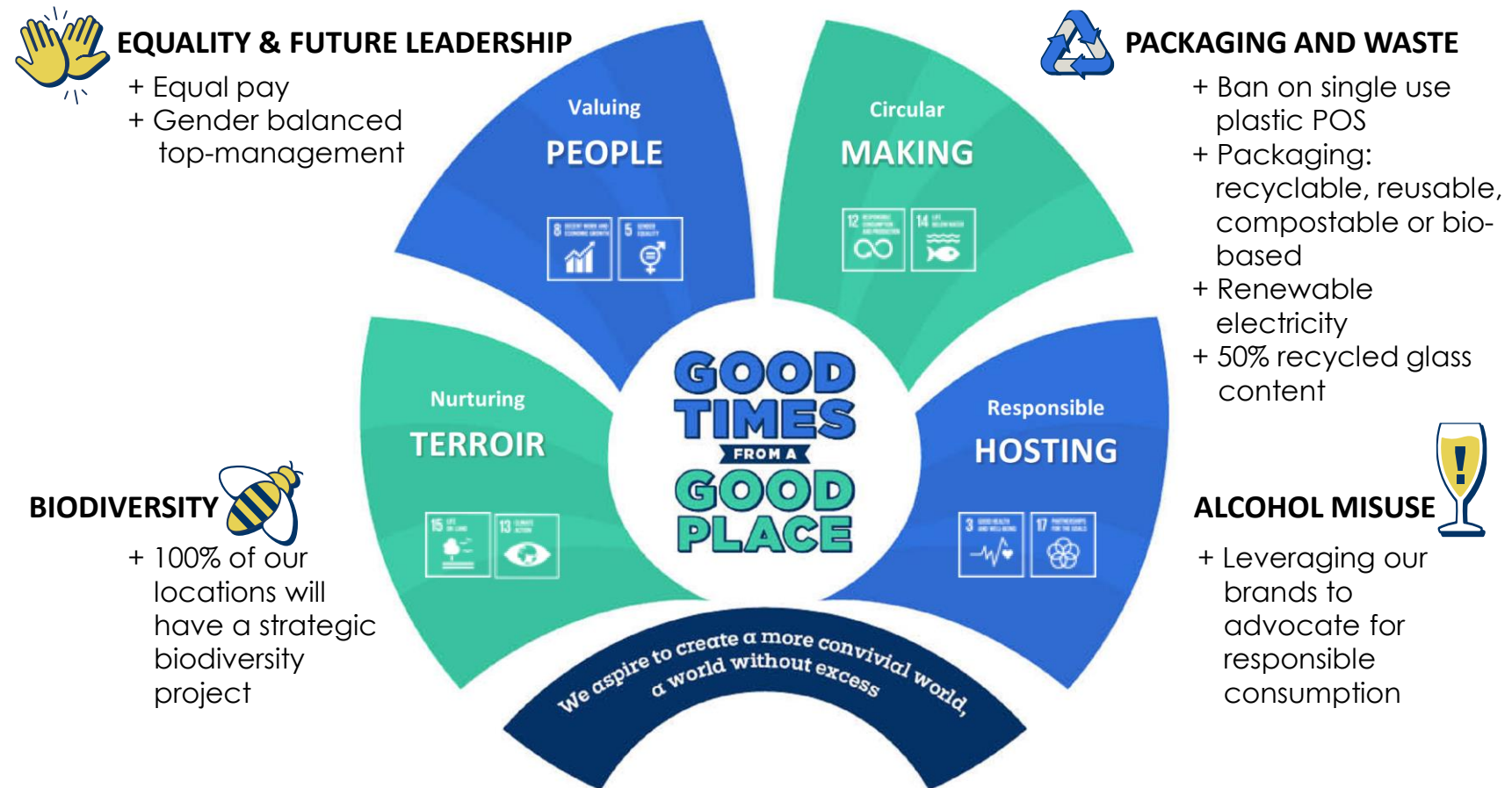
**FLAWLESS EXECUTION TO CONVERT  
AT SHELF**





# Pernod Ricard North America is at the forefront of our global S&R strategy

Good times from a good place:  
Pernod Ricard global S&R ambition for 2030





# Clear Spirits portfolio prioritization & tiered approach



## Growth Engine



## Growth Relays



## Bastions



## Future Growth Stars



INNOVATION FOCUS





# Jameson: Our growth engine



## EXPAND PORTFOLIO AND SCALE INNOVATION



## LEVERAGE ST. PATRICK'S DAY AND EXPAND OCCASIONS



## TIERED STATE STRATEGY EXPANDING CONSUMER BASE







# The Glenlivet: breaking conventions and setting new standards



## UNLOCKING THE BRAND BEYOND TRADITIONAL DRINKERS



## APPROACHABLE AND MEANINGFUL INNOVATION



July  
2016

July  
2019

May  
2020

## BREAKING THE SCOTCH ACTIVATION CODES







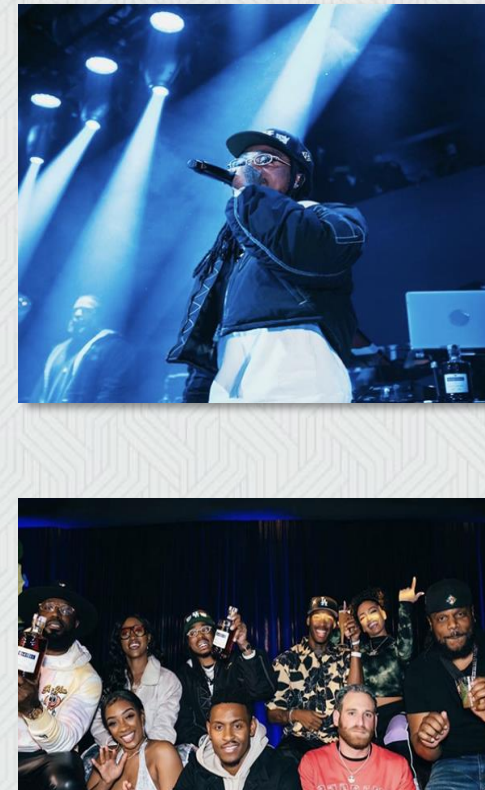
# Martell: building momentum as a modern Cognac brand



**EXPANDING CONSUMER REACH  
THROUGH SHARED OCCASIONS**



**DRIVING AWARENESS  
THROUGH INFLUENCER  
NETWORK**



**DRIVING VALUE THROUGH  
PORTFOLIO PREMIUMIZATION**







# Extensive Agave range well positioned to capture share of booming category



## ACCELERATING IN THE SUPER-PREMIUM SEGMENT



## BUILDING AWARENESS IN ULTRA-PREMIUM WITH A LIFESTYLE / LUXURY BRAND



## CONSOLIDATING LEADERSHIP IN MEZCAL







# Bringing Absolut vodka back to relevance



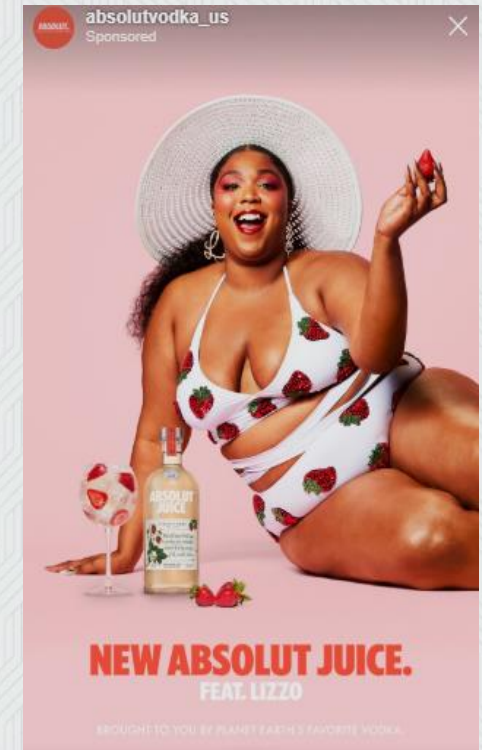
## COMING BACK TO TELL OUR TIMELESS STORY



## RECRUITING LDA+ GEN Z THE NEXT GENERATION OF DRINKERS



## INNOVATING IN A CULTURALLY RELEVANT WAY







# Continued Malibu momentum



**UTILIZING INFLUENCERS  
TO CONNECT AUTHENTICALLY**



**DRIVING EXCITEMENT  
WITH CONSUMER-CENTRIC  
INNOVATION**



**CONNECTING THROUGH  
CULTURALLY RELEVANT  
IN REAL LIFE EXPERIENCES**





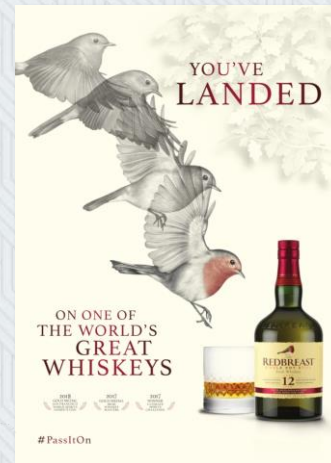
# Continuing to diversify our portfolio of brands with future growth stars



## SCALING UP NORTH AMERICAN WHISKEY WITH NEW PORTFOLIO



## LEVERAGING OUR LEADERSHIP IN IRISH WHISKEY WITH SUPER-PREMIUM BRANDS



## SEIZING THE HIGH-END GIN OPPORTUNITY





# Pernod Ricard well-positioned to win in North America

## PORTFOLIO



## CAPABILITIES



**BEAT THE MARKET**