



Pernod Ricard EMEA & LATAM

Europe, Middle East, Africa & Latin America

# Regional conference call

Gilles Bogaert  
Chairman & CEO

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December 1<sup>st</sup>, 2020



# Regional Overview



# In a Nutshell

5 513 FTEs

11 Management Entities

57 Affiliates

22 Production Sites

28% of Group Sales

63% EMEA LATAM Sales from Strategic International Brands

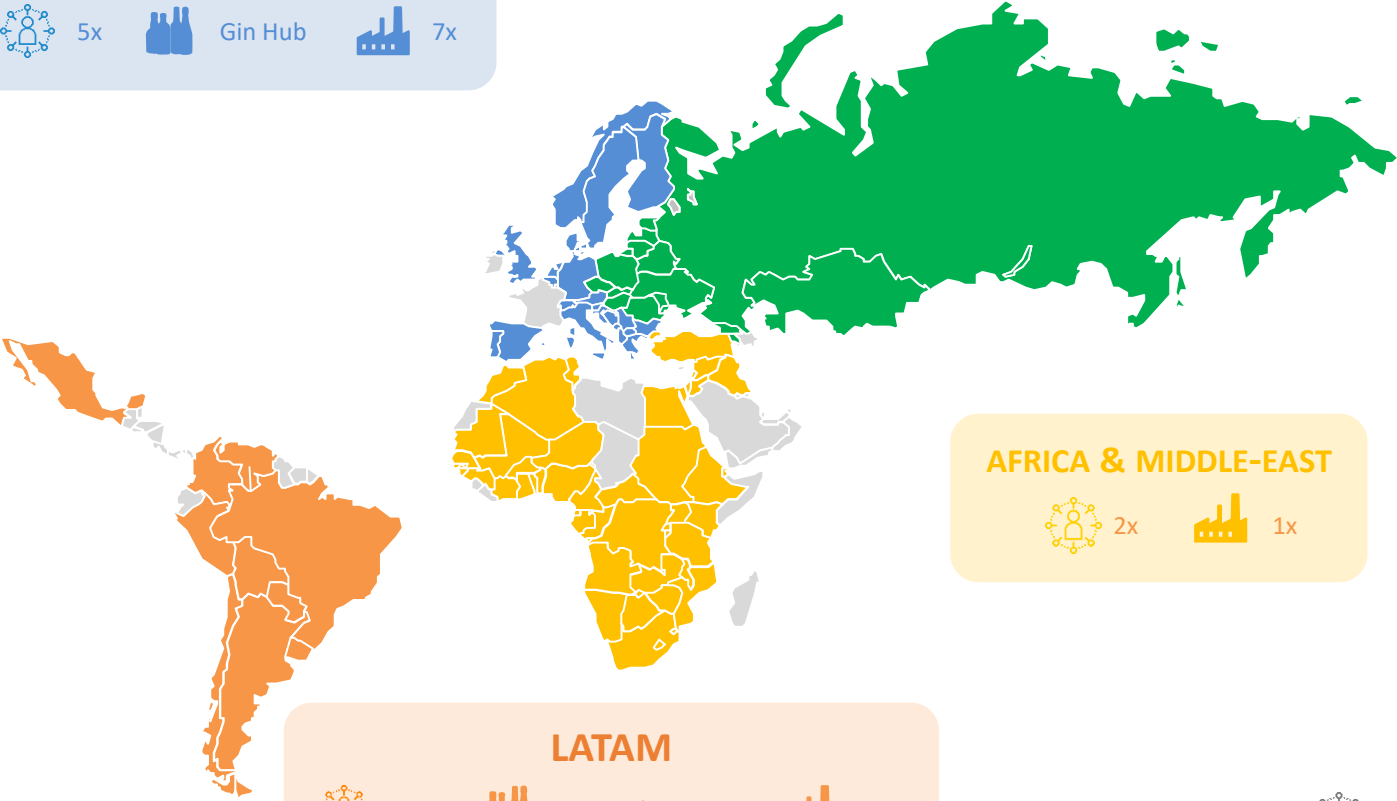
90% Engagement Rate (iSay 2019)

**WESTERN EUROPE**

5x   Gin Hub   7x

**CENTRAL & EASTERN EUROPE**

2x   8x



**AFRICA & MIDDLE-EAST**

2x   1x

**LATAM**

2x   House of Tequila   6x

- # Management Entities
- # Global Brand Companies
- # Production Sites

Sales figures reflect FY20 on EMEA LATAM's scope that excludes Global Travel Retail and France / Ireland / Iceland  
All growth data specified in this presentation refers to organic growth (constant FX and perimeter) unless otherwise stated and may be subject to rounding

# Strategic Update

Continuing to drive our “Transform & Accelerate” roadmap...

TRANSFORM AND  
ACCELERATE



Fast track in buoyant **Gin** and **Tequila** categories



Drive **Innovation** as a key topline driver



Leverage long term **Prestige** footprint



Actively manage our **Portfolio**



## Strategic Update

### ... Supported by a clear Group & Regional Transformation Agenda

## TRANSFORM AND ACCELERATE

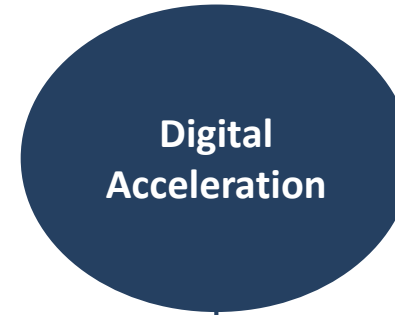


More **Consumer Centric**

**Market Companies** focused on  
**Best in Class** marketing execution

**Innovation hub**

**Digital**  
**Center of Excellence**



**Data Driven** Sales Force

**E-Commerce** Acceleration

**Revenue Growth &**  
**Promotional Effectiveness**

**Back-Office** and **S&OP**  
digitalization



**UniTy**

*4 IT hubs*

*2 IT Centers of Excellence*

**Adjustments** to business  
environment & priorities

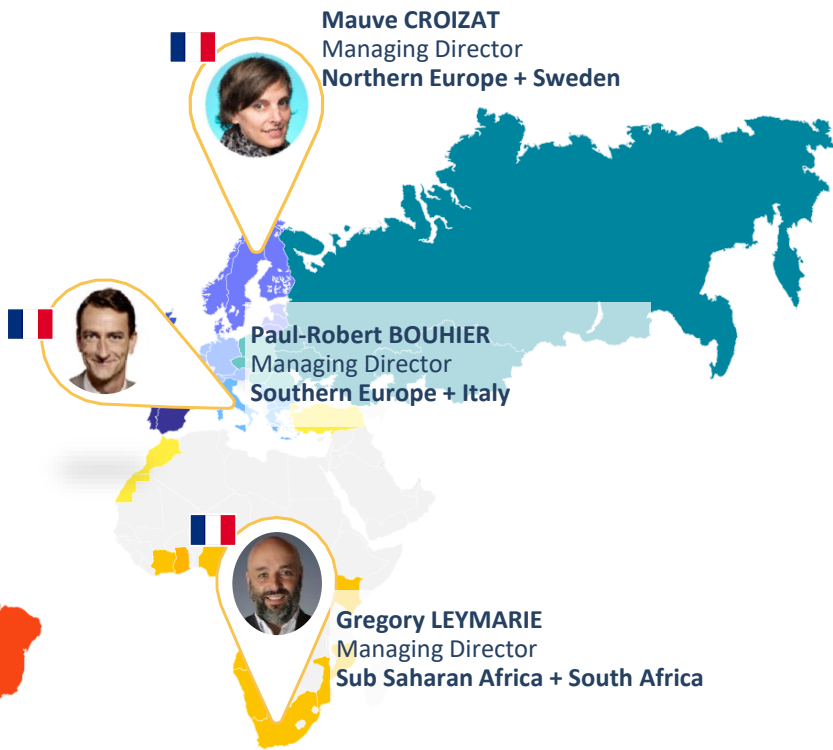
**Continued**  
**Organization Transformation**  
within management entities  
*Mutualization, Expertise sharing*  
*Efficiencies*

... Along with the Sustainability & Responsibility  
roadmap implementation



# Main recent People changes in the Management Teams since March 20

## Management Entities MDs



Female



Nationalities



**Sola OKE**  
Managing Director  
West Africa & Nigeria



**Francisco JUNIOR**  
Country Manager  
Mozambique



**Predrag AMIDZIC**  
Managing Director  
Balkans



**David LANGLOIS**  
Managing Director  
South Central Africa



**Michael MEROLLI**  
Managing Director  
The House of Tequila



**Miroslava SIMOVA**  
Managing Director  
Jan Becher & Slovakia



**Helena DIONISIO**  
Country Manager  
Dominican Republic



**Frédéric SOULIGNAC**  
Managing Director  
Kenya & East Africa



**Jose PADILLA PEREZ**  
Country Manager  
Peru



**Gregory CHEVILLAT**  
General Manager  
Black Forest Distillers



**Asli TEKES**  
General Manager  
MENA



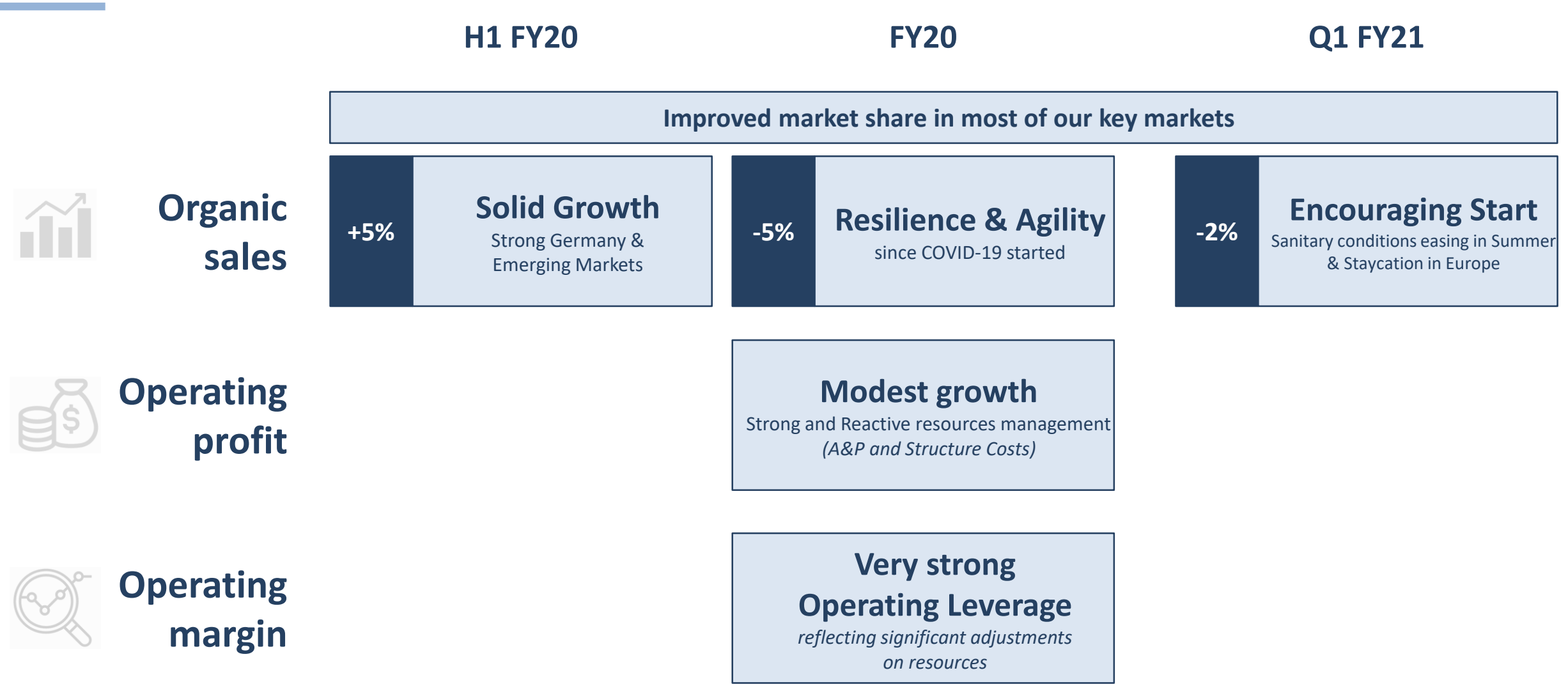
Non-French



Positions renewed  
since Jan20

# FY20 demonstrating **Business Acceleration** prior to COVID-19 & **Strong Resilience** overall

## Encouraging start of the year in a still challenging & heterogeneous context



## Market Share

Gaining market share in most of key markets, pre & post COVID-19

	Share losses	Stability	Share gains
WESTERN EUROPE AREA	Italy - Whisky		Spain <i>(On &amp; Off-trade)</i> Germany Italy – Vodka UK Sweden
CENTRAL & EASTERN EUROPE AREA		Russia	Poland - Whisky
AFRICA & MIDDLE EAST AREA	South Africa		Turkey
LATAM AREA	Brazil – Whisky		Mexico <i>Premium+ Imported Spirits</i> Brazil – Vodka & Premium+ Gin





# Strategic Priorities



# Sustainability & Responsibility Strategy

4 commitments and an ambition for 2030 with specific Transversal Regional Priorities



Pernod Ricard Rouss



Pernod Ricard España



Agave fields (ISO 9000)



WWF Snow leopard Protection



Sustainability & Responsibility Actions

Actions fully aligned with our priorities, integrating COVID-19 context & aiming more than ever to “Transform & Accelerate”

SUPPORT OUR COMMUNITY



Pernod Ricard UK  
Training & Support to 2 000 bartenders in the UK  
Partnership with Wine & Spirits Education Trusts



Pernod Ricard South Africa  
Dedicated platform to bartenders in South Africa



Pernod Ricard México  
Fund to support bartenders and waiters in Mexico

RESPONSIBLE PARTY



Young adults reached in FY20



Young adults reached since 2009



# Whisky portfolio

Very resilient  
Whisky portfolio  
performance  
across all  
geographies



FY20 Sales decline vs. LY  
Whisky Portfolio



Q1 FY21 Sales growth vs. LY  
Whisky Portfolio

Ballantine's



Ballantine's "True Music"  
Russia

JAMESON



Jameson Backyard Cinema  
Germany

CHIVAS



Chivas XV Roll-out  
Russia

THE  
GLENLIVET



The Glenlivet Caribbean Reserve launch  
UK



Double-Digit growth



Double-Digit growth



Continued momentum



Acceleration  
after very resilient FY20



Strong rebound



Difficulties



Very resilient FY20 / Slow Q1 start  
(phasing & high basis in Russia,  
alcohol ban in South Africa)



Acceleration

Strong start for  
Malt portfolio overall



## Gin portfolio

Pernod Ricard  
**expanding** and  
**leveraging** its  
diversified **Gin**  
**Portfolio** to seize  
the **Category Boom**

+2%

FY20 Sales growth vs. LY  
Total Gin Portfolio  
excluding Spain

Double  
Digit

Q1 FY21 Sales growth vs. LY  
Total Gin Portfolio  
excluding Spain

Beefeater



Ki No Bi



Monkey 47



Inverroche



Malfy



# Aperitif

Reinforcing our ambition in a highly strategic segment



A bottle of Italikus Rosolio di Bergamotto liqueur next to a glass filled with the drink, ice, and lemons.

**Italikus**  
Super Premium Liqueur

TOP TRENDING  
APERITIVO BRAND

A circular seal from Drinks International 2020, stating "TOP TRENDING LIQUEUR BRAND" and "AS VOTED BY THE WORLDS BEST BARS".

Two bottles of Petroni Vermouth and several glasses filled with the drink, ice, and citrus slices, garnished with herbs.

**Petroni**  
Premium Galician Vermouth Brand





# Innovation

Innovation playing a key role in top line resilience, both in FY20 and Q1 FY21

+1%

Incremental Growth\*  
In FY20 vs. LY

+2%

Incremental Growth\*  
In Q1 FY21 vs. LY



## Flavoured Gins roll-out



Beefeater  
Pink



Beefeater  
Blood Orange



Beefeater  
Blackberry

## Keep shaking up the Category Conventions



Havana Club Verde  
Germany



Ballantine's  
Passion & 7yo Bourbon Finish  
Poland



Chivas XIII  
Mexico - Tequila Finish

# Key Markets







# Western Europe

Continued strong dynamism in Germany and UK

Spain, highly On-trade oriented, remains tough

## Markets



**Double digit decline**  
due to **strong On-trade exposure**  
**Market share gains in both Off & On-trade**



**Continued strong momentum on top line growth and market share gains**



On-trade support



Absolut New Campaign "It's in our Spirit" to celebrate the importance of meaningful connections



Malfy



Breakthrough in highly dynamic Vermouth category



Lillet Acceleration



Integration of Pernod Ricard wines portfolio & 100 Pipers



Ramazzotti Crema launch



The Glenlivet Caribbean Reserve launch

## Key Highlights



FY20 Sales decline vs. LY



Q1 FY21 Sales vs. LY





# Eastern & Central Europe

Very resilient markets, mainly driven by Whiskies

## Markets

Whisky portfolio driving the growth...

... While Gin starting to contribute

+2%

FY20 Sales growth vs. LY

-2%

Q1 FY21 Sales decline vs. LY



Return to market share gains in Q1 thanks to increased investments



Ballantine's #Stayhome



Chivas XV launch



Continued strong momentum on top line growth leveraging the Whisky portfolio depth



Talks and L3F activations



Impactful Assets



Chat bot Off-trade Visibility



"So many differences, one whiskey"



Beefeater & Tonic



Beefeater Success Story in Czech Republic







# Africa & Middle East

Continued very strong growth in Turkey

South Africa impacted by 2 alcohol bans



FY20 Sales decline vs. LY



Q1 FY21 Sales decline vs. LY

1 month of alcohol ban impact in South Africa

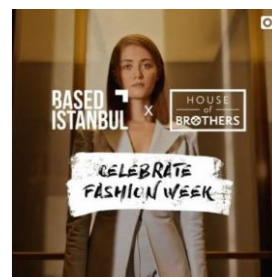
## Markets

## Key Highlights



Continued strong value growth driven by **Whiskies** despite economic crisis and collapse of tourism

Quick adaptation to increase Engagement



Chivas - House of Brothers



Jam Session series turned into digital



Absolut - #BeInLove



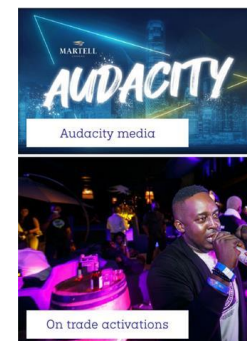
Improving performance in Q1 in Sub Saharan Africa after a very tough context



South Africa  
Jumia Party



Angola  
Jameson Stay In



Nigeria  
Martell





LATAM

## Markets

Key Markets  
rebounding in Q1  
while smaller  
markets still  
strongly impacted  
by COVID-19

-14%

FY20 Sales  
decline vs. LY

-7%

Q1 FY21 Sales  
decline vs. LY



*Improving momentum  
with market share gains*

**Digital & E-commerce Contingency Plan**  
Strong e-commerce acceleration plan  
and new digital communication



Chivas XIII Launch

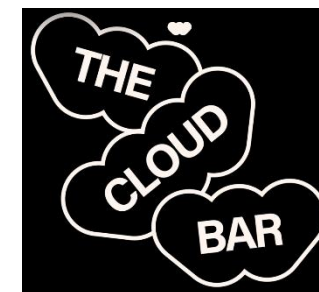


Absolut Extrakt Launch

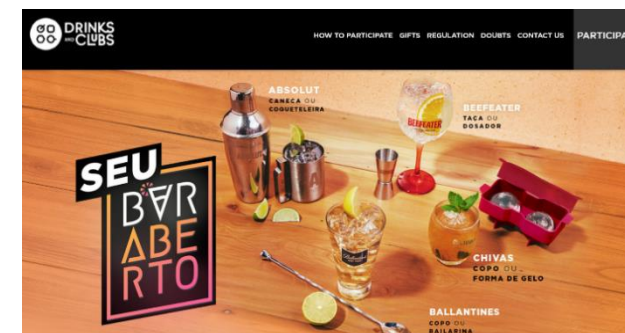


*Rebound in Q1  
mainly driven by local brands*

**From in person to virtual conviviality**  
Find new entertaining ways to connect with people



The Cloud Bar digital platform re-invents conviviality  
and provides visibility to our Key Brands.



“MasterChef” of drinks, Bar Aperto is the new reality  
Show to choose the best bartender in the country

# Conclusion

**Resilient FY20  
Performance**  
confirmed by  
**Encouraging Q1**

- **Solid market share gains**
- **Sanitary conditions easing** during summer & **staycation** phenomenon
- In **Europe**, good **Off-trade** resilience but **On-trade still down in Q1**
- **Context still difficult** and very **heterogeneous**, by market and by brand
- **Q2 to be negatively impacted in Europe by On-trade restrictions** due to **COVID-19 second wave** sanitary measures

**Clear  
Strategic  
Roadmap**

- **Transform & Accelerate roadmap still valid**, with a few inflections
- Continue to **win the Whisky Battle**
- **Innovation, Gin & Aperitif** as the main **growth relays**
- Active **portfolio management**
- Continued **organizational adaptation**
- Active **talent management**

Pernod Ricard EMEA & LATAM well positioned to  
**seize growth opportunities** in key markets while **managing resources** in an **agile way**

