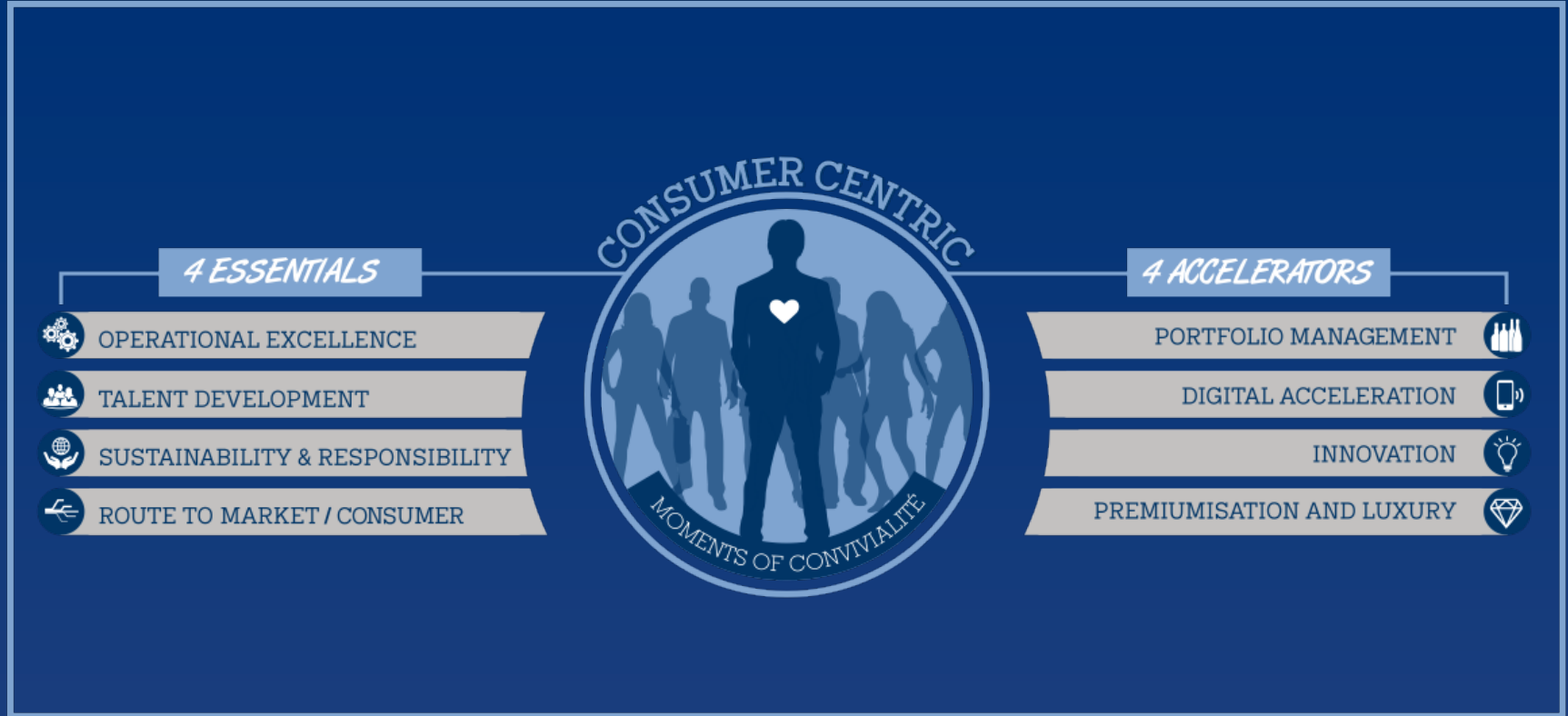


# 8 GLOBAL BUSINESS PRIORITIES



1 OBJECTIVE : TOP LINE GROWTH



### *4 ESSENTIALS*



OPERATIONAL EXCELLENCE



TALENT DEVELOPMENT



SUSTAINABILITY & RESPONSIBILITY



ROUTE TO MARKET / CONSUMER

### *4 ACCELERATORS*

PORTFOLIO MANAGEMENT



DIGITAL ACCELERATION



INNOVATION



PREMIUMISATION AND LUXURY





### *4 ESSENTIALS*



OPERATIONAL EXCELLENCE



TALENT DEVELOPMENT



SUSTAINABILITY & RESPONSIBILITY



ROUTE TO MARKET / CONSUMER

### *4 ACCELERATORS*

PORTFOLIO MANAGEMENT



DIGITAL ACCELERATION



INNOVATION



PREMIUMISATION AND LUXURY





**GILLES BOGAERT**

*Managing Director  
Finance & Operations*



**BRUNO RAIN**

*Managing Director  
Human Resources  
and CSR*



**PETER MOREHEAD**

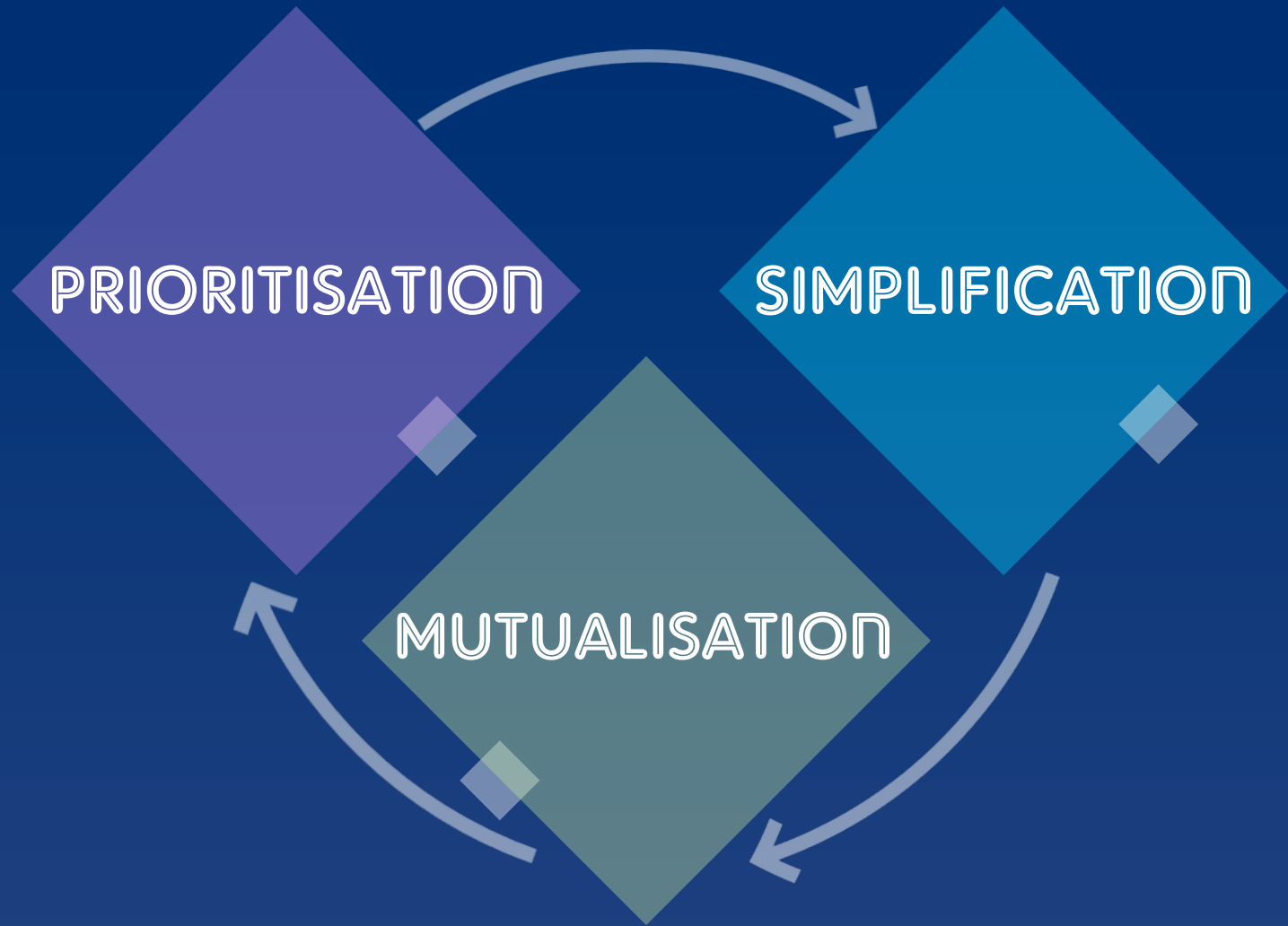
*Group Operations  
Director*



**MATHIEU LAMBOTTE**

*Group Chief  
Information Officer*







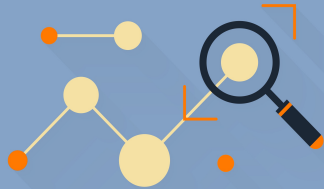
PRIORITISATION



REORGANISATION  
OF BRAND COMPANIES

PRIORITISATION OF BRAND  
MARKET COMBINATIONS

SIMPLIFICATION



**BIS**

Business Information  
Sharing

**my brands**



# MANAGEMENT ENTITIES PERNOD RICARD EMEA

SIMPLIFICATION





MUTUALISATION

## BASED ON EXPERTISE

GLOBAL MANAGEMENT  
OF IT OPERATIONS

GLOBAL INTELLECTUAL  
PROPERTY (IP) HUB

## BASED ON GEOGRAPHY

2 SERVICE HUBS IN ASIA

BACK-OFFICE IN PACIFIC

BACK-OFFICE SHARING  
PERNOD AND RICARD  
IN FRANCE

# HIGHEST HR STANDARDS

PRIORITISATION

SIMPLIFICATION

MUTUALISATION

DECENTRALISED APPROACH

CONSTRUCTIVE SOCIAL DIALOGUE

INTERNAL REDEPLOYMENT OR OUTPLACEMENT

RESPECT

TRAINING ON NEW WAYS OF WORKING

NEW INITIATIVE

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# SIMPLIFY THE PLANNING CYCLE

# ◆ OPERATIONAL EXCELLENCE IN OPERATIONS ◆

## HEADCOUNT



40% OF  
EMPLOYEES

## PRODUCTION



€3BN SPENT P.A.

## SUPPLY



8.7M BOTTLES/DAY



12,000 SKUs



# ◆ OPERATIONAL EXCELLENCE IN OPERATIONS ◆

## WHAT HAS BEEN ACHIEVED?

COST OF GOODS



INCREASE WELL BELOW INFLATION

MANUFACTURING



7% EFFICIENCY IMPROVEMENT

LOGISTICS



CONTROLLED AND STEADY  
< 5% OF NET SALES

ENVIRONMENTAL  
SUSTAINABILITY



10% REDUCTION IN WATER  
AND ENERGY CONSUMPTION

# ◆ OPERATIONAL EXCELLENCE IN OPERATIONS ◆

## 3 CONTINUOUS IMPROVEMENT INITIATIVES

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INDIRECT  
SPEND



SKU RANGE  
REVIEW



HIGH-TECH  
SOLUTION TO  
PREVENT  
COUNTERFEIT

# ◆ OPERATIONAL EXCELLENCE IN IT ◆

FROM:

*Focus of the last 15 years*

- ◆ IMPLEMENT TRANSACTIONAL SYSTEMS
- ◆ DEPLOY BUSINESS INTELLIGENCE
- ◆ OPTIMISE COSTS &... TROUBLESHOOT!

# ◆ OPERATIONAL EXCELLENCE IN IT ◆

TO:

*Focus of the next 10 years*

◆ GREATER BUSINESS PROXIMITY

◆ FRONT OFFICE

◆ MORE DIGITAL

◆ INNOVATION SUPPORT

◆ AGILE!

# OPERATIONAL EXCELLENCE IN IT

## IMPACT ON ORGANISATION

### *Globalisation of IT*

COMMODITISATION OF IT

IT OPERATIONS

*Provide the right level of  
service at the right cost*

GAINING BUSINESS CREDIBILITY

IT SOLUTIONS

*Maximise added value  
to the business*