

Information on the elements of compensation and benefits granted to Mr Pierre Pringuet at the end of his term of Office as Chief Executive Officer

As announced at the Board meeting held on August 27, 2014 regarding the end of his term of office as Chief Executive Officer, Mr Pierre Pringuet has expressly and irrevocably forgone the financial compensation that stems from his non-compete clause but he has maintained his non-compete obligation for a period of 24 months after leaving Pernod Ricard.

2014/2015 variable compensation

At the meeting held on February 11 2015, the Board of Directors followed the recommendation of the Compensation Committee and appraised the variable portion of Mr Pierre Pringuet's compensation for the period from July 1, 2014 to February 11, 2015. As per the quantitative and qualitative criteria set by the Board at its meeting held on August 27, 2014, the appraisal was as follows:

- As per the quantitative criteria (profit from recurring operations, net attributable profit and net debt/EBITDA), the latest estimate presented to the Board and the confirmation by the Group of its annual growth objective, the variable portion of Mr Pierre Pringuet's compensation amounts to 55% of his fixed compensation, i.e. the full achievement of the target quantitative objectives.
- As per the qualitative criteria, the variable portion accounts for 55% of the gross fixed compensation. The Board appreciated the qualitative performance of Mr. Pierre Pringuet over the period as entirely satisfactory.

As it was foreseen that Mr. Pierre Pringuet's term of office as Chief Executive Officer would end on 11 February 2015 (i.e. before the end of the financial year), the Board of Directors, following the recommendation of the Compensation Committee, decided to equally balance both qualitative and quantitative criteria of Mr. Pierre Pringuet's variable compensation (i.e. increase of the qualitative criteria from 30% to 55% and decrease of the quantitative criteria from 80% to 55%. Each criteria representing half of the targeted variable compensation).

As a result, the variable portion of Mr Pierre Pringuet's compensation as Chief Executive Officer for the period from July 1, 2014 to February 11, 2015 was set at **€765,062**, i.e. 110% of his fixed compensation for said period.

Calculation of the supplementary pension benefit

(Commitment approved by the Board at its meeting held on August 29, 2012 and by the shareholders at the AGM on November 9, 2012 (5th resolution))

In compliance with the rules governing the supplementary collective pension scheme applicable across the Group, the annual gross pension (calculated over the last three years of compensation (fixed and variable) prior to retirement) to be paid to Mr Pierre Pringuet upon the settlement of his pension rights amounts to **€415,264**. This represents 19.30% of the total average compensation over the last three years of work.

Continuation of the term of office as Vice-Chairman of the Board

As a Director, Mr Pierre Pringuet shall be paid, as from March 1st 2015, Directors' fees as per the regulations set by the Board at its meeting on August 27, 2014 and subject to his attendance at the Board meetings and at the meetings of Committees, should he sit on any.

He will also be allocated an additional €40,000 in Directors' fee as Vice-Chairman of the Board of Directors.

Lastly, for the specific governance missions the Board has entrusted him with, Mr Pierre Pringuet will be reimbursed of the travel and accommodation expenses and/or be able to occasionally use the material and human resources of the Executive Bureau.