

**Information on the compensation and benefits granted to Mr Alexandre Ricard,
Chairman & Chief Executive Officer of Pernod Ricard**

Mr Alexandre Ricard, formerly Deputy Chief Executive Officer and Chief Operating Officer of Pernod Ricard, was appointed Chairman & Chief Executive Officer by the Board of Directors held on 11 February 2015, following the recommendation of the Nominations, Governance and CSR Committee.

On the same day, he terminated his employment contract and forwent all the provisions of said contract.

Determination of the elements of compensation as Chairman & Chief Executive Officer

At its meeting held on 11 February 2015, the Board of Directors, on the recommendation of the Compensation Committee, approved the following compensation elements of Mr Alexandre Ricard:

- Gross annual fixed compensation: **€950,000**
- Variable compensation: target (110% of the annual fixed compensation, capped at 180%) and quantitative and qualitative criteria unchanged
- No Directors' fees
- Entitlement to performance stock options and performance-based shares
- Entitlement to a company car

In accordance with the regulated agreements and commitments procedure, the items above were authorised by the Board of Directors held on 11 February 2015 and 22 July 2015 and will be submitted to the approval of the Shareholders' Meeting to be held on 6 November 2015

- **Non-compete clause / severance pay clause (for imposed departure)**
 - 12-month non-compete clause (12 months of compensation¹)
 - Imposed departure clause of maximum 12 months of compensation¹ which would be due, subject to fulfillment of performance conditions, in case of imposed departure related to a change of control or strategy of the Group (according to the Afep-Medef Code, no payment in case of a departure related to i) non-renewal of his term of office, ii) if departure was decided by the Executive Director himself, iii) in case of a change of position within the Group or iv) if he is close to retirement).

¹ Last fixed annual compensation + last variable annual compensation decided by the Board of Directors

Payment of the imposed departure clause is then subject to the 3 following performance conditions:

- ✓ 1st criterion: Bonus rates achieved over the term(s) of office: criterion number 1 will be considered as met if the average bonus paid over the entire length of the term(s) of office is no less than 90 % of the target variable compensation;
- ✓ 2nd criterion: Growth rate of Profit from Recurring Operations over the term(s) of office: criterion number 2 will be considered as met if the average growth rate of Profit from Recurring Operations vs budget of each year over the entire length of term(s) of office is above 95% (restated for currency and scope);
- ✓ 3rd criterion: Sales growth over the term(s) of office: criterion number 3 will be considered as met if the average sales growth over the entire length of term(s) of office is greater than or equal to 3% (restated for currency and scope).

The amount of the compensation will be calculated as follows:

- If all 3 criteria are satisfied: payment of 12 months of compensation¹
- If 2 of the 3 criteria are satisfied: payment of 8 months of compensation¹
- If 1 of the 3 criteria is satisfied: payment of 4 months of compensation¹
- If no criteria is satisfied: no compensation paid

In accordance with the Afep-Medef Code, the overall amount related to the non-compete clause and the imposed departure clause (sum of both clauses) will be capped at 24 months of compensation¹.

- **Supplementary pension scheme**

As in the past², Mr Alexandre Ricard remained entitled to the defined benefit pension plan applicable throughout the company.

- **Healthcare / Welfare**

As in the past², Mr Alexandre Ricard remained entitled to the collective healthcare and insurance schemes (incapacity, disability and death) granted by Pernod Ricard on the same terms as those that apply to the category of employees he belongs to.

¹ Last fixed annual compensation + last variable annual compensation decided by the Board of Directors

² Approved by the Board at its meeting on August 29, 2012 and by the shareholders at the AGM on November 9, 2012 (6th resolution)