

**Information on the compensation and benefits granted to Pernod Ricard
Deputy Chief Executive Officer and Chief Operating Officer, Alexandre Ricard**

2013/2014 variable compensation

At its meeting held on August 27, 2014 the Board of Directors followed the recommendation of the Compensation Committee and appraised the variable portion of Mr. Alexandre Ricard's compensation for FY 2013/2014, the financial elements of which had been validated by the Audit Committee.

As per the quantitative and qualitative criteria set by the Board at its meeting on August 28, 2013 and the accomplishments recognized as at June 30, 2014, the appraisal was as follows:

- As per the quantitative criteria (operating profit, net attributable profit and net debt/EBITDA), the variable portion of Mr. Alexandre Ricard's compensation amounted to 25.40% of his fixed compensation. This percentage is down from the previous fiscal year (48.20%) due to the deterioration of the economic environment in FY 2013/2014, particularly as far as the Chinese market was concerned.
- As per the qualitative criteria, the maximum percentage (30%) has been granted for the qualitative aspect of the variable portion of his compensation. In view of the overarching performance of the Group's Senior Management against a very challenging economic backdrop, the preservation of the motivation of all the teams, which is evidence of the potency of the Group's culture and values, and the ability that was given to the Group to face the very complex economic difficulties ahead and, the upholding of the Group's commitments towards society, the Board appreciated the qualitative performance of Mr. Alexandre Ricard in FY 2013/2014, a very sensitive period, as entirely satisfactory.

As a result, the variable portion of Mr. Alexandre Ricard's compensation as Deputy CEO for FY 2013/2014 was set at **415,500 euros**, i.e. 55,40% of his 2013/2014 fixed compensation vs 78,20% for FY 2012/2013.

Determination of compensation elements for FY 2014/2015

At the same meeting, the Board followed the recommendation of the Compensation Committee and approved the following compensation elements:

- ❖ Gross annual fixed compensation 2014/2015: **750,000 euros** (unchanged from 2012/2013),
- ❖ Variable compensation: target: **110%** of the annual fixed compensation capped at 180%
- ❖ No board attendance fees
- ❖ Entitlement to performance stock options and performance shares
- ❖ Entitlement to a company car

Reminder: Mr. Alexandre Ricard is also entitled to:

1. A 2-year non-compete clause in his capacity as Corporate Officer (against 12 months of gross compensation: fixed + variable).
2. Entitlement to a defined benefit pension plan and the collective healthcare and insurance schemes granted by Pernod Ricard on the same terms as those that apply to the category of employees he is comparable to, as far as welfare benefits and other accessory items of his compensation are concerned.

The items above were approved by the Board at its meeting on August 29, 2012 and by the shareholders at the AGM on November 9, 2012 (6th resolution) pursuant to the procedure governing related-party agreements.

The employment contract between Alexandre Ricard and Pernod Ricard has been suspended. In the event of a departure and termination of Alexandre Ricard's employment contract, it should be noted that he would receive a maximum cumulated amount of compensation (including non-compete clause) limited to 24 months of fixed and variable compensation.