



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

2012/2013 variable compensation

At its meeting held on August 28, 2013 the Board of Directors followed the recommendation of the Compensation Committee and appraised the variable portion of Mr. Alexandre Ricard's compensation for FY 2012/2013, 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 29, 2012 and the accomplishments recognized as at June 30, 2013, the appraisal was as follows:

- As per the quantitative criteria (ongoing EPS, operating profit and net debt/EBITDA), the variable portion of Mr. Alexandre Ricard's compensation amounted to 48.20% of his fixed compensation. This percentage is down from previous years due to the highly exacting quantitative objectives set by the Board of Directors.
- As per the qualitative criteria, the Board found that Mr. Alexandre Ricard's performance in FY 2012/013 was excellent and it decided to grant the maximum percentage of 30% of the fixed compensation. The Board unanimously appreciated the quality of the work accomplished in managing the Group against a backdrop that was more difficult this past fiscal year and it recognized the success of top management's new organisational structure, the improvement in the operating margin, the sustained momentum of the Group's expansion in emerging countries and the excellence of its social policies.

As a result, the variable portion of Mr. Alexandre Ricard's compensation as Deputy CEO for FY 2012/2013 was set at **472,891 euros**, i.e. 78.20 % of his prorated 2012/2013 fixed compensation.

Determination of compensation elements for FY 2013/2014

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

- ❖ Gross annual fixed compensation 2013/2014: **750,000 euros** (+7.1% vs 2012/2013),
- ❖ Variable compensation: target: **110%** of the annual fixed compensation capped at 180%
- ❖ No board attendance fees
- ❖ Entitlement to performance stock options or 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.