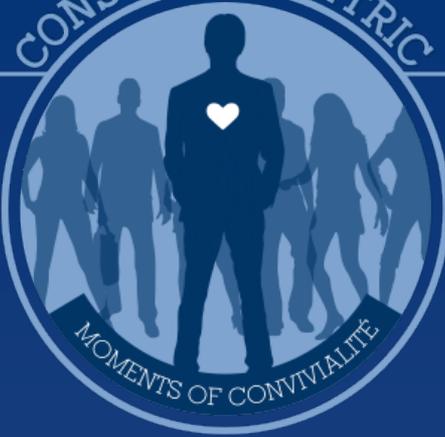


CONSUMER CENTRIC



4 ESSENTIALS

-  OPERATIONAL EXCELLENCE
-  TALENT DEVELOPMENT
-  SUSTAINABILITY & RESPONSIBILITY
-  ROUTE TO MARKET / CONSUMER

4 ACCELERATORS

-  PORTFOLIO MANAGEMENT
-  DIGITAL ACCELERATION
-  INNOVATION
-  PREMIUMISATION AND LUXURY



TALENT DEVELOPMENT



BRUNO RAIN

*Managing Director
Human Resources
and CSR*



ESTELLE RIVALS

*Global Human Resources
Project Director*



ALBAN MARIGNIER

Chief Learning Officer



TODAY'S TALENTS
TOMORROW'S LEADERS



BUILDING A STRONG
AND DIVERSE
TALENT PIPELINE



LEADERS WHO EMBODY
OUR UNIQUE
CULTURE & VALUES

A CORPORATE CULTURE RECOGNISED AS A COMPETITIVE ADVANTAGE

COMMITTED EMPLOYEES, SHARING A STRONG CORPORATE CULTURE

I Say 2013

94%

*say they are proud
to be part
of the Group*

94%

*subscribe
to the Group's
3 core values*

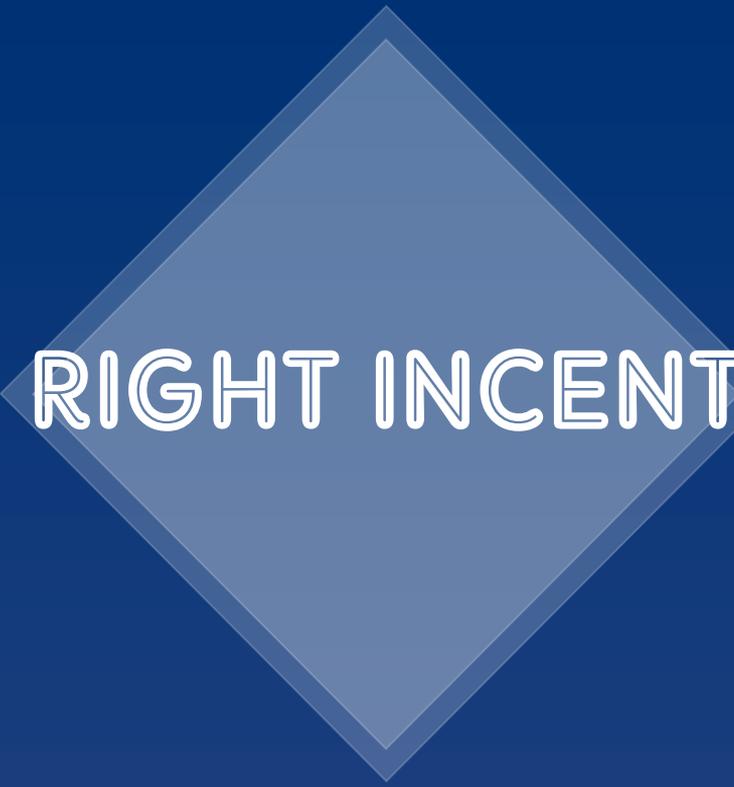
84%

*consider
conviviality as part
of their daily work
life*

87%

*would recommend
Pernod Ricard as
a great
place to work*

2015 SURVEY LAUNCHED TODAY!



THE RIGHT INCENTIVES



BONUS

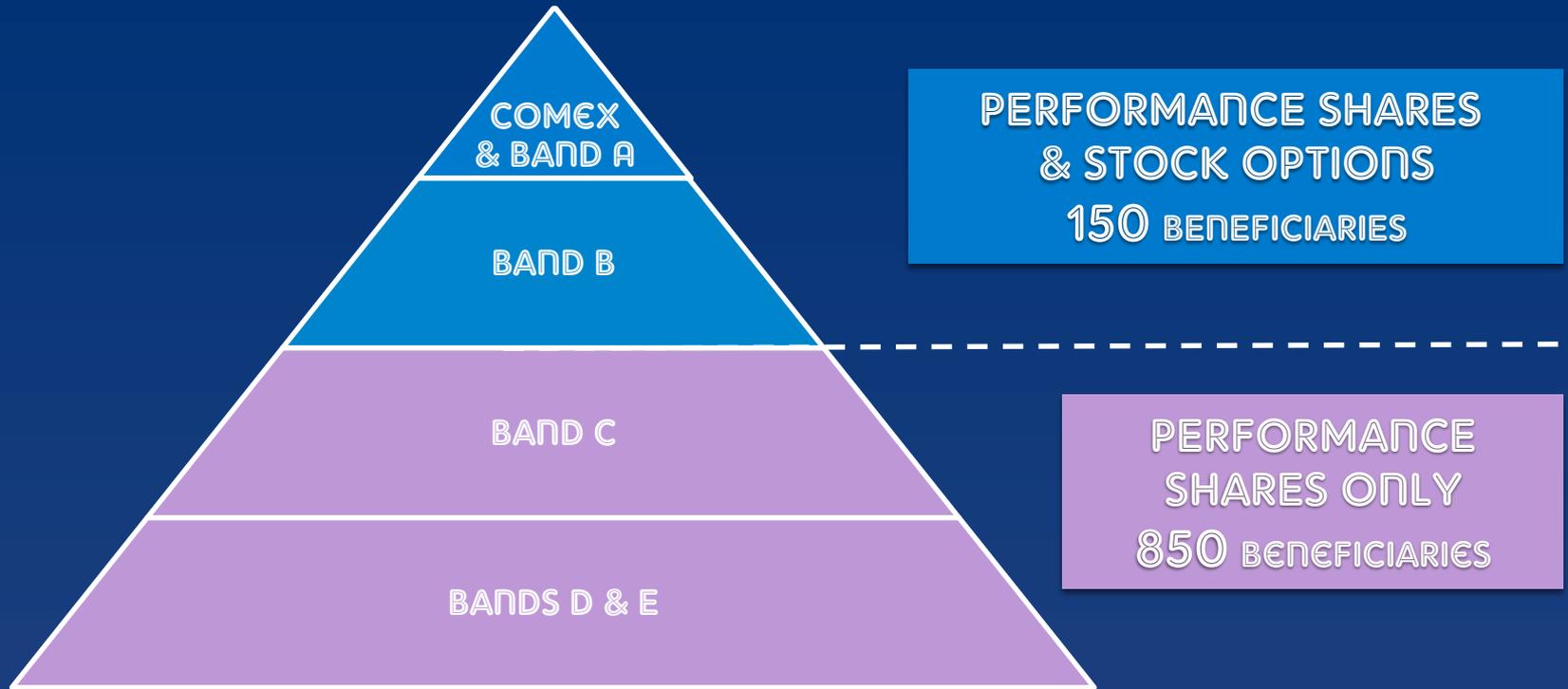
BONUS SCHEME

OBJECTIVES		WEIGHT
QUANTITATIVE	OPERATING PROFIT ORGANIC GROWTH	≈ 50%
	OPERATING CASH FLOW	
QUALITATIVE	BUSINESS SPECIFIC	≈ 50%
	TRANSVERSAL PROJECT	
	PEOPLE MGMT & CSR	



LONG-TERM
INCENTIVE PLAN

LONG-TERM INCENTIVE PLAN





INTERNATIONAL MOBILITY ADAPTED PACKAGES



STRONG EMPLOYER BRAND
TO ATTRACT THE BEST
TALENTS

LOCAL
Roots
GLOBAL
Reach

Genuine
CONVIVAL
Passionate People

.....
A GREAT
PLACE TO
GROW
.....

YOU

SPIRIT
of
Entrepreneur

Successful
Premium
*** Brands ***

Pernod Ricard
Créateurs de convivialité



GLOBAL AND
COORDINATED
APPROACH

CAPITALISE ON iLEAD

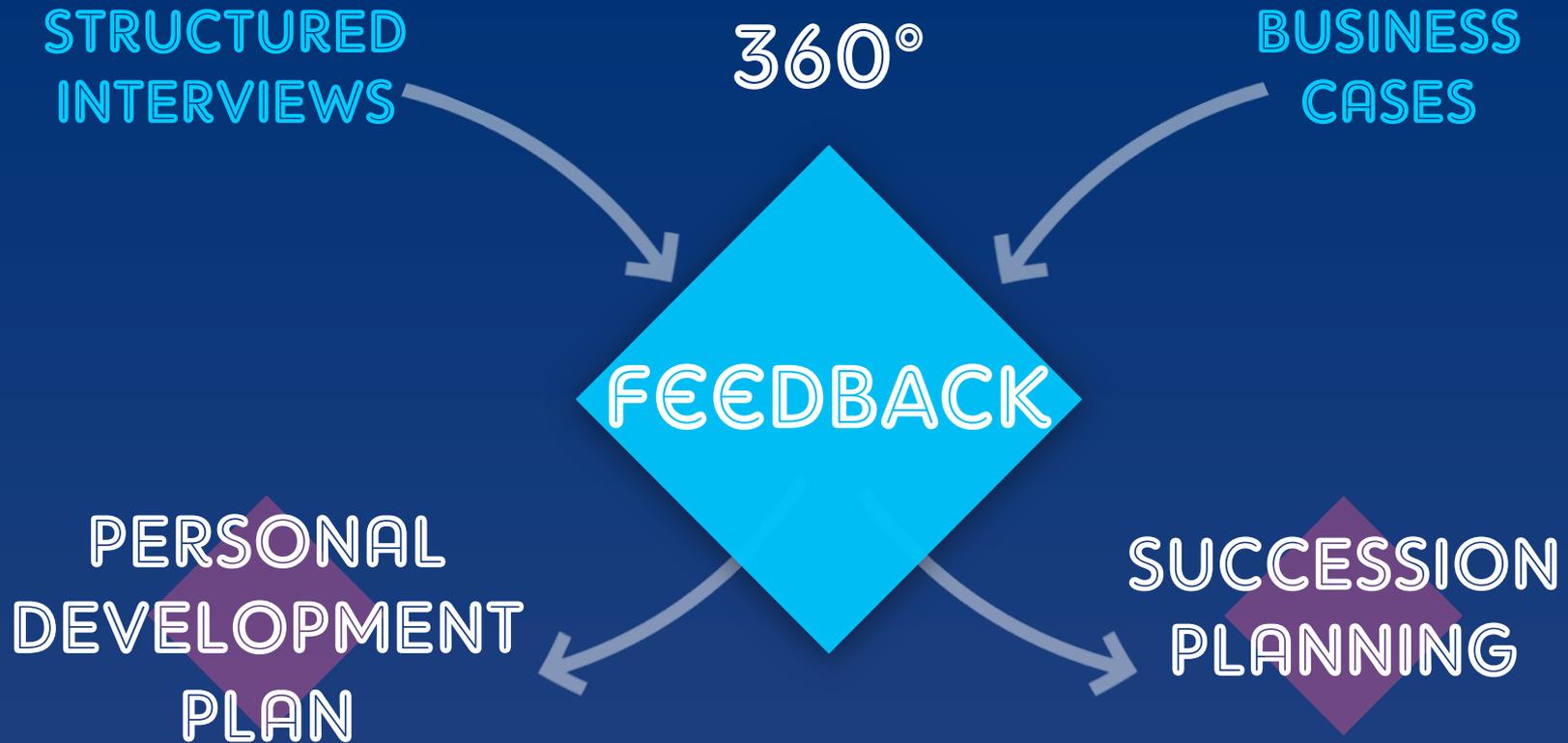
~1,800 EMPLOYEES
(10% OF TOTAL)

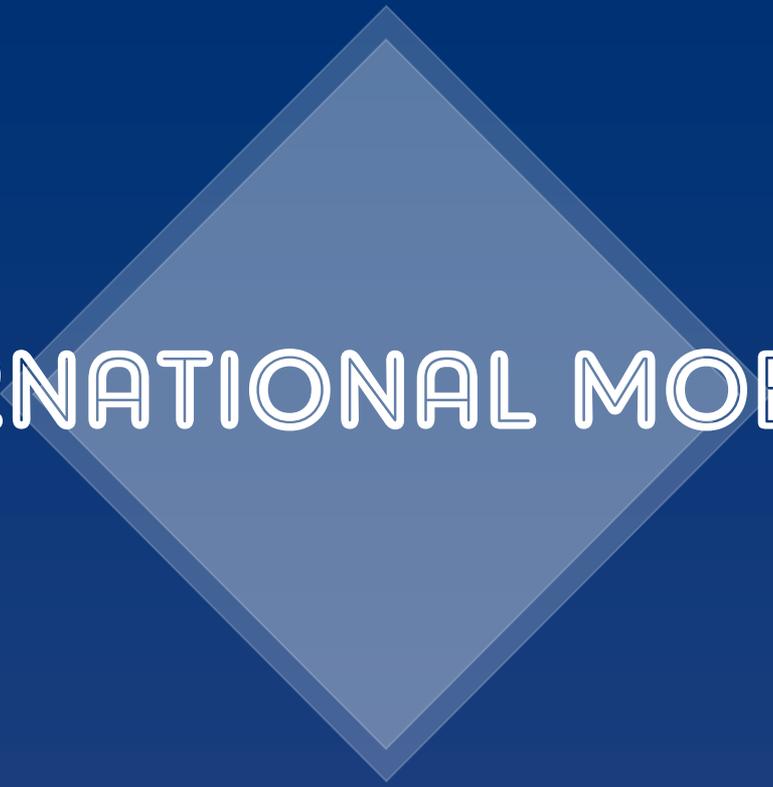


INTRODUCTION OF DEVELOPMENT CENTERS



DEVELOPMENT CENTERS





INTERNATIONAL MOBILITY

JOBS FILLED INTERNALLY IN LAST 12 MONTHS

431

The logo for 'move' features the word in a stylized, rounded, lowercase font. To the left of the text is a graphic element consisting of three vertical yellow bars of varying heights, resembling a stylized 'M' or a bar chart. The entire logo is set against a dark blue background with a subtle gradient.



BY Pernod Ricard

The logo is centered on a dark blue background. It consists of a light blue diamond shape with a double-line border. Inside the diamond, the text "Pernod Ricard" is written in a dark blue serif font, and "university" is written below it in a bold, orange sans-serif font. To the right of the text is a stylized graphic of three curved lines in dark blue, grey, and orange, with a small white rectangular element below the orange line.

Pernod Ricard
university

◆ FUNCTIONAL PROGRAMMES ◆



◆ FUNCTIONAL PROGRAMMES ◆

COMING SOON

**CRISIS
MANAGEMENT**
BY Pernod Ricard university



**CODE OF
BUSINESS CONDUCT**
BY Pernod Ricard university



LEADERSHIP CURRICULUM







ACCELERATE
OUR DIVERSITY
EFFORTS

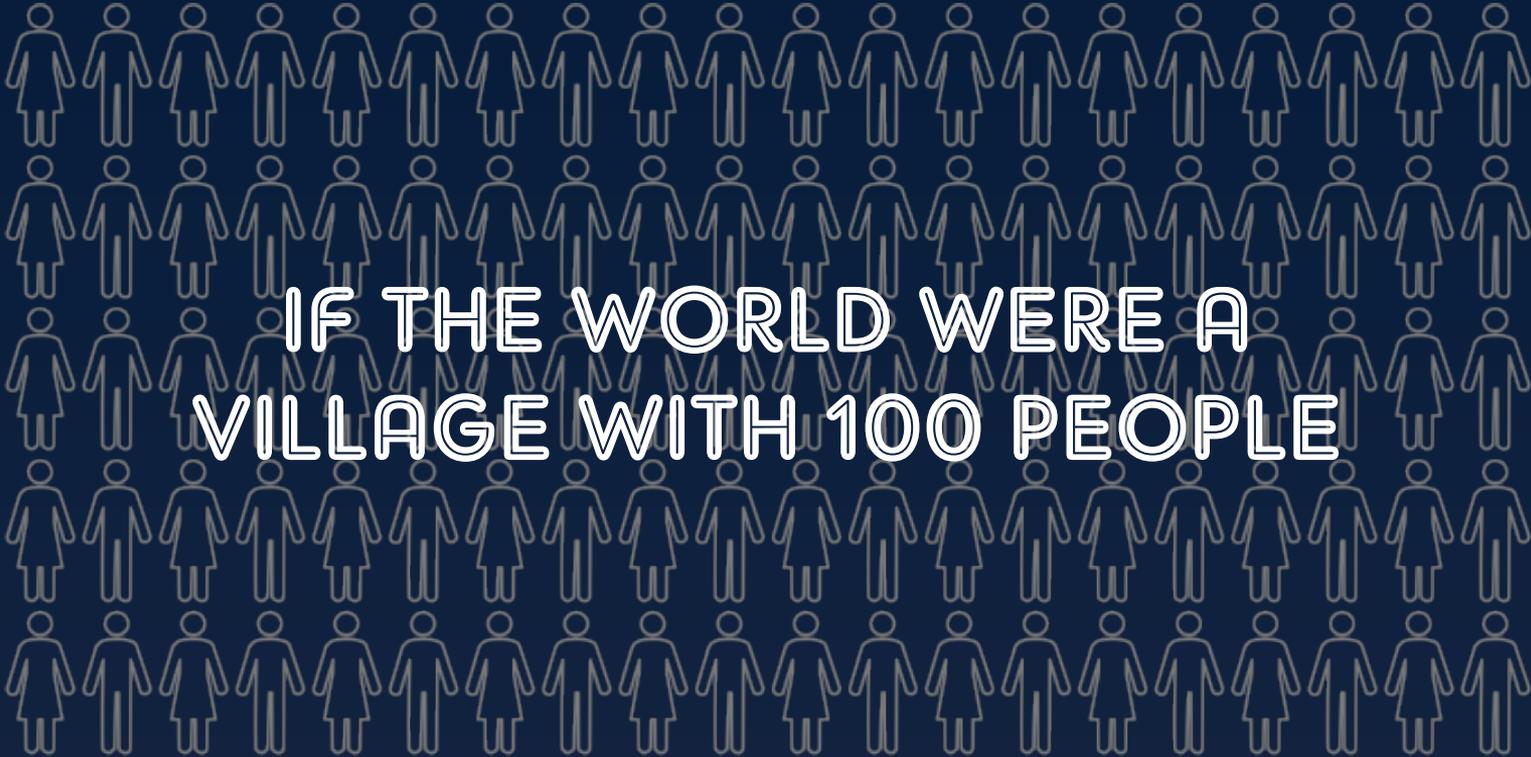


DIVERSITY

IS A BUSINESS IMPERATIVE



WOMEN
WILL OWN 2/3
OF CONSUMER
WEALTH
IN THE NEXT
DECADE



IF THE WORLD WERE A
VILLAGE WITH 100 PEOPLE

61 ASIANS

5 US & CANADIANS

12 EUROPEANS



8 LATIN AMERICANS

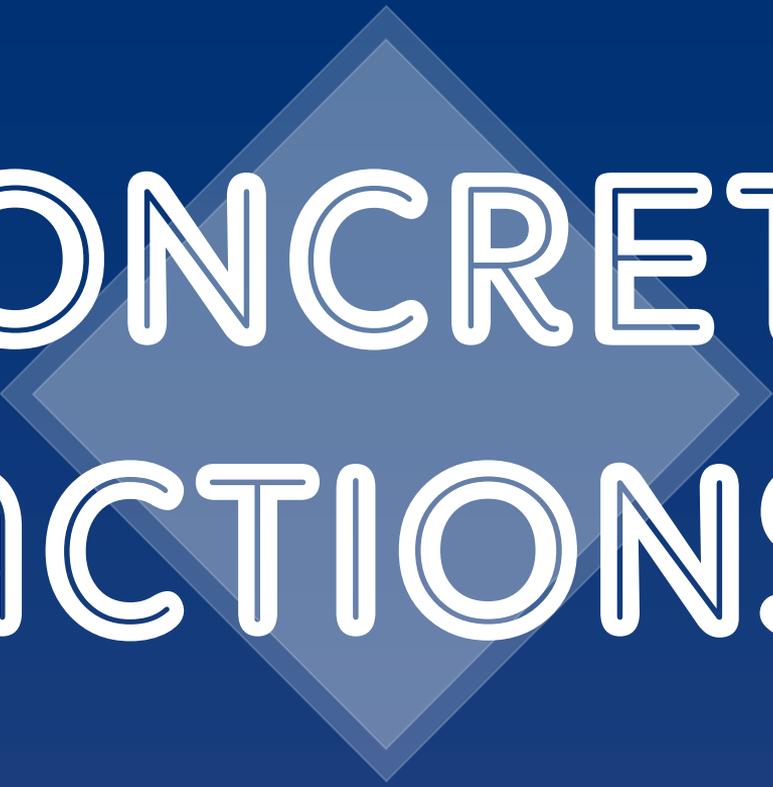
14 AFRICANS

GENDER

NATIONALITY

BACKGROUND

LEADERSHIP
STYLE



CONCRETE
ACTIONS

MENTORING
PROGRAM

ENGAGE
MANAGEMENT

4 KEY
INITIATIVES

FLEXIBILITY

DIVERSITY
AMBASSADOR