



Pernod Ricard

Créateurs de convivialité

PERNOD RICARD EUROPE

LAURENT LACASSAGNE

CHAIRMAN & CEO

June 25th, 2013



Laurent Lacassagne, Chairman & CEO Pernod Ricard Europe



1988: joins Pernod Ricard as Internal Auditor

1990 - 1997: Finance & Administration Director in various Business Units

1997: Chief Financial Officer, Pernod Ricard Group

2003: Chairman & CEO, Orlando Wyndham, Australia

2006: Chairman & CEO, Pernod Ricard, Pacific Region

2008: Chairman & CEO, Pernod Ricard Europe

1st of July 2013: Chairman & CEO, Chivas Brothers



AGENDA

1

CONTINUED TRACK RECORD OF GROWTH

2

DIFFERENTIATED STRATEGY AND ACTION PLANS

3

INCREASED FOCUS ON DIGITAL ACTIVATION

4

PERNOD RICARD WAY FORWARD



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PERNOD RICARD WAY FORWARD



DELIVERING STRONG RESULTS AND OUTPERFORMING MAIN COMPETITOR

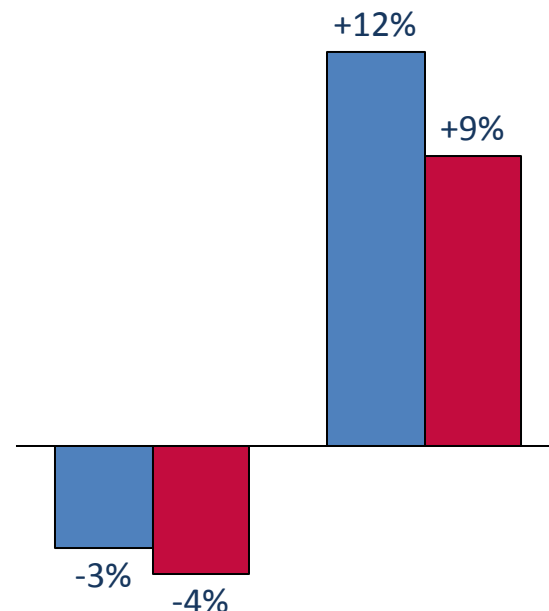
Net Sales Organic Growth	9 months 2011/12	9 months 2012/13	
	Total	Total	Top 14 Brands
PR Europe¹	+4.1%	+1.6%	+3.4%
➤ Western Europe ¹	-1.6%	-3.2%	-1.6%
➤ Africa ² , Eastern Europe, Turkey	+17.9%	+12.2%	+14.2%

Price / Mix +4%

+10% Africa², Eastern Europe & Turkey

+1% Western Europe

9 months net sales ending March'13











Western Europe¹ **Africa², Eastern Europe, Turkey**

 Pernod Ricard
 Main international competitor

1. Excludes France and Ireland. 2. Excludes Middle East.



TOP 14 BRANDS CONTINUE DYNAMIC GROWTH

Brand	Net Sales Growth ¹	Position in category ²	Category
	+3%	1	Premium Vodka
	+7%	1	Super Premium Scotch Whisky
	-4% (+5% excl. Spain)	2	Premium Scotch Whisky
	+5%	1	Premium Plus Gin
	+15%	2	Premium Non-Scotch Whisky
	+6%	1	Premium Plus Rum
	-3%	1	International Non-cream Liqueurs
	+19%	3	Super Premium Plus Malt Scotch Whisky
Top 14	+3%		

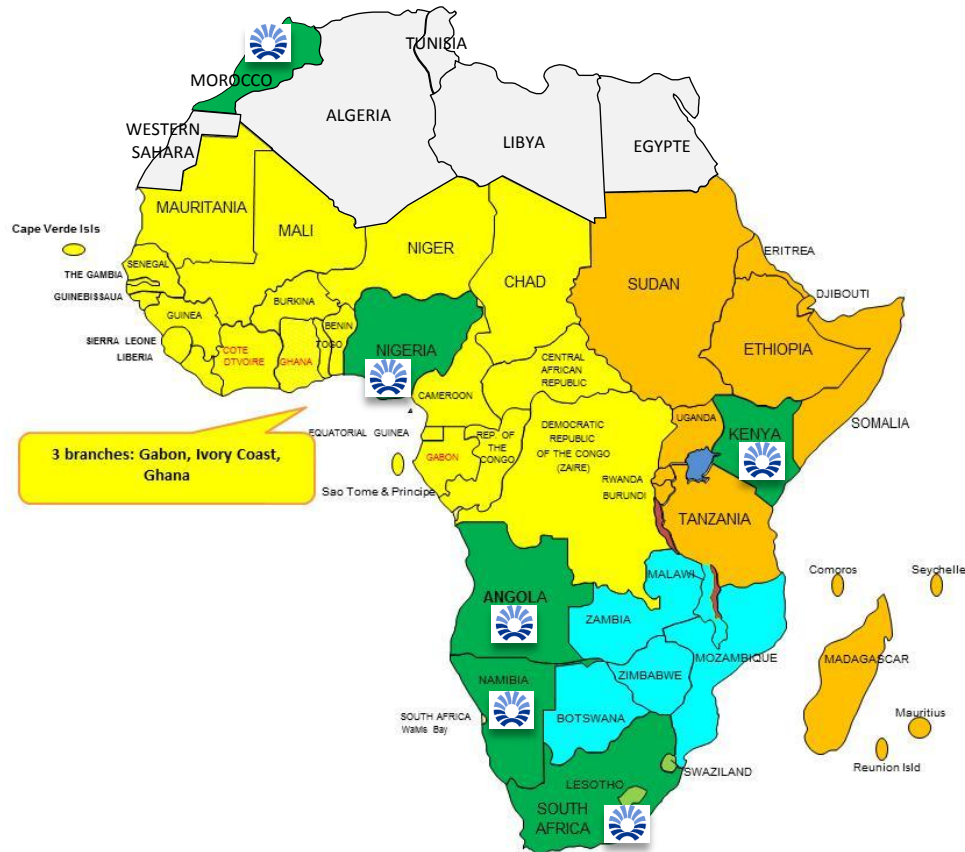
1. 9 months, ending March 2013, Pernod Ricard Europe perimeter. 2. Pernod Ricard Market View, based on IWSR data ending 2011.



AFRICA:

AGGRESSIVE FOOTPRINT DEVELOPMENT TO BACK STRONG AMBITIONS

5 new Affiliates opened in the last 2 years



- North Africa
- West Africa
- South Central Africa
- East Africa
- 6 Affiliates

LATEST DEVELOPMENTS



November 2012

Pernod Ricard Affiliate created



May 2013

First invoice & delivery



May 2013 distribution agreement with CFAO Nigeria for on & traditional trade



MARKET ENVIRONMENT REMAINS STRONGLY POLARIZED

Market	Total Whisky MAT 2013/12	Total Vodka MAT 2013/12	Total Rum MAT 2013/12
	Val Evol. (%)	Val Evol. (%)	Val Evol. (%)
Western Europe			
Spain	-8.6%	-2.7%	-9.5%
Italy	-6.0%	+0.1%	-1.6%
UK	+2.8%	+4.0%	+8.4%
Central Europe			
Germany	+9.1%	+2.7%	+16.4%
Switzerland	+1.3%	+2.3%	+13.2%
Eastern Europe and Africa			
Russia	+29.4%	+35.8%	+35.7%
Ukraine	+39.4%	-	-
Poland	+6.4%	-3.1%	-
Turkey	+42.8%	+13.4%	-
South Africa	+14.3%	-	+9.3%



> 6%

2% to 6%



-2% to 2%



-2% to -6%

< -6%

Source: Nielsen, Total Market figures, Latest data available, MAT Value trend.



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UNCHANGED CONSISTENT, LONG-TERM, VALUE-FOCUSED STRATEGY

Gain share through focused and effective investments on leading international and local premium brands

Drive premiumisation and innovation

Prioritize resources toward long-term growth markets

Strengthen direct Route-To-Market and continuously improve its effectiveness



**Tailor-made strategies
to suit the context of 3 main sub-regions**





Pernod Ricard

Créateurs de convivialité



WESTERN EUROPE




WESTERN EUROPE: GROW MARKET SHARE VIA INNOVATIONS AND RESPONDING TO NEW CONSUMER NEEDS

Strategic direction




- **Strengthen market shares** by maintaining relevant and effective A&P investment
- **Innovate to capture new consumer trends**
- **Improve** continuously ways of working to **ensure increased effectiveness and efficiency**



Market Share gains¹

Spain	2012	2013	Δ(pts)
 Ballantine's	27.6% ²	27.7%	+0.1
 ABSOLUT	29.4%	30.0%	+0.6
	21.2%	21.6%	+0.4

Regained our leadership in Value

Germany	2012	2013	Δ(pts.)
 CHIVAS REGAL 12	39.2%	48.4%	+9.2
 Havana Club	39.7%	38.4%	-1.3
 ABSOLUT	7.5%	8.0%	+0.5

Leadership in Value

1. Source: Nielsen, Latest data available, MAT Value share. 2. Excluding Private Labels.



BEST IN CLASS

The Whisky Shop in Central London



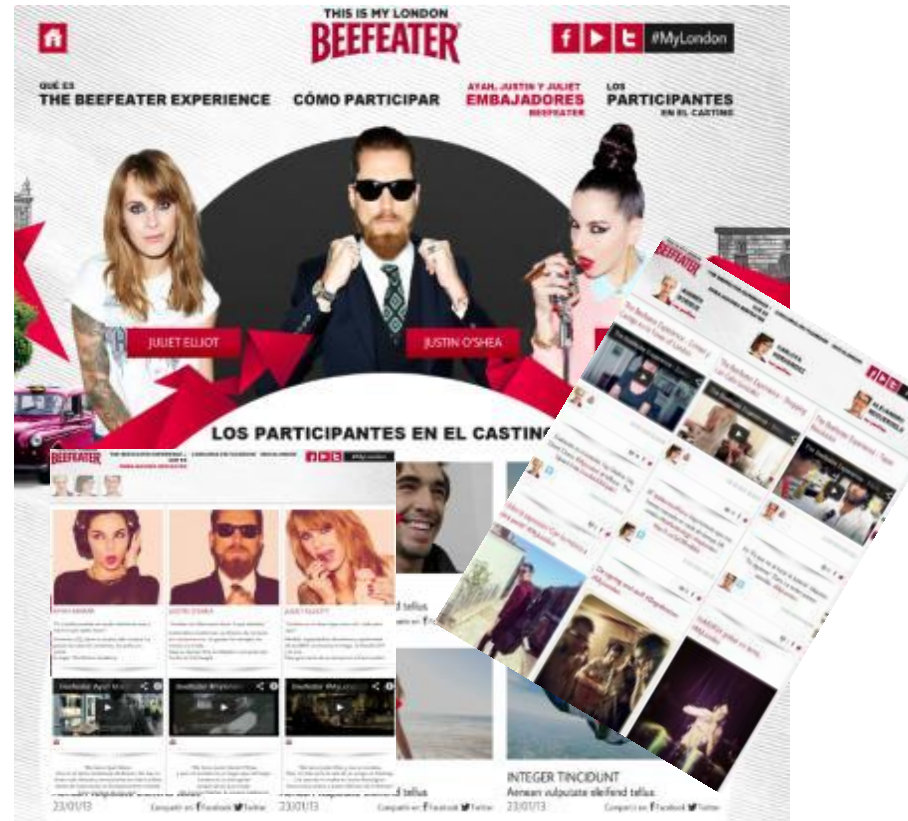
Flagship store opened in Central London.
Designed to provide a luxury experience,
The Whisky Shop hosts tastings and events of excellence



Beefeater My London



Sharing a different and original look at London
through the lives of three Spaniards living there
www.beefeatermylondon.com



BEST IN CLASS

Havana Club 'The Mojito Embassy'



Pop-up Cuban-style location in the heart of Milan,
an unforgettable Mojito experience was created over 10
days to involve consumers and key influencers



Havana Club Fiestas Cubanas



Ongoing activation of 'Nothing compares to Havana' campaign, taken to the next level with events and off-trade promotions



Chivas Brothers Blend global release



Release in numerous European airports throughout FY13, supported by the presence of Colin Scott, Chivas Master Blender



Lillet's German success story



Lillet is gaining momentum in Germany and now enlarges its ambition and priorities to new target groups to sustain its double-digit growth





Pernod Ricard

Créateurs de convivialité



EASTERN EUROPE

EASTERN EUROPE: GROW FURTHER VIA REGIONALIZATION AND PORTFOLIO EXTENSION




Strategic direction

Grow faster than competitors

- Further **increase investments for Strategic brands** to strengthen Brand Equity
- Further **regionalization of our Route-to-Market** to reach emerging middle class
- **Extend portfolio to capture new consumers and new consumption occasions**



Market Share gains⁽¹⁾ ⁽²⁾:

Russia	2012	2013	Δ(pts)
 CHIVAS REGAL 12	47.8%	51.8%	+4.0
JAMESON [®] <small>IRISH WHISKY</small>	31.4% ³	32.3%	+0.9
Ballantine's	5.3%	5.7%	+0.4
Ukraine	2012	2013	Δ(pts)
 CHIVAS REGAL 12	58.2%	62.8%	+4.6
Czech Rep.	2012	2013	Δ(pts)
Ballantine's	30.7%	36.5%	+5.8
JAMESON [®] <small>IRISH WHISKY</small>	16.2% ⁴	17.1%	+0.9
Turkey	2012	2013	Δ(pts)
ABSOLUT [®]	9.4%	11.1%	+1.7
 CHIVAS REGAL 12	85.2%	77.6%	-7.6

1. Source: Nielsen, latest data available, MAT Value share. 2. Off-trade 3. Blended Scotch Premium Plus and Irish Whisky category. 4. Blended Scotch and Irish Category.



BEST IN CLASS

Jameson First Shot



Kevin Spacey hosted the Moscow premiere of Russian winner Alexey Nuzhniy's film, shot in LA and starring the American actor



Jameson Done in 60 Seconds



Special event for finalists of the local competition. Two winners and two journalists were sent to London where they walked the red carpet of the final event



BEST IN CLASS

Ballantine's Work & Rock



Inspired by Plan Ballantine's By Day/By Night platform, 'Work & Rock' is a digital video Company Bands contest, the prize of which is to perform for an audience of 3,500 at the grand finale in Moscow



Chivas 'Top-100 Most Stylish' by GQ



Chivas was the exclusive partner of the GQ gala dinner at Bistro, Moscow to vote for the most stylish Russians of 2012



BEST IN CLASS

Wyborowa Flavours of the World



Wyborowa Flavours of the World is a cutting edge project on the Polish vodka market. It successfully reversed a long negative trend on Wyborowa, now back to dynamic growth



Absolut Elyx launch



Collaborations with well-known, premium on-trade outlets such as W Hotel and Angelique, via bartender events and special visibility POS throughout Istanbul





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AFRICA



AFRICA: EXPANDING FOOTPRINT AND ACCELERATING STRATEGIC BRAND BUILDING

Strategic direction

- Grow **faster than competitors**
- Continue the **expansion of direct distribution** footprint in priority markets
- **Deepen Brand Equity** of Strategic Brands
- Launch new products to **seize Emerging Middle Class opportunities**



Market Share gains¹:

South Africa	2012	2013	Δ(pts)
	19.5%	21.6%	+2.1
	32.1% ²	32.9%	+0.8

- 1 m cases of International Spirits sold in Sub Saharan Africa
- Specific marketing campaigns for key brands
- Full structures in 6 priority markets
- Three sub-regional offices to cover all 3 African zones

1. Source: Nielsen, latest data available, MAT Value share. 2. Blended Scotch Premium Plus and Irish Whisky category.



BEST IN CLASS

Jameson 'The Story of Henry'



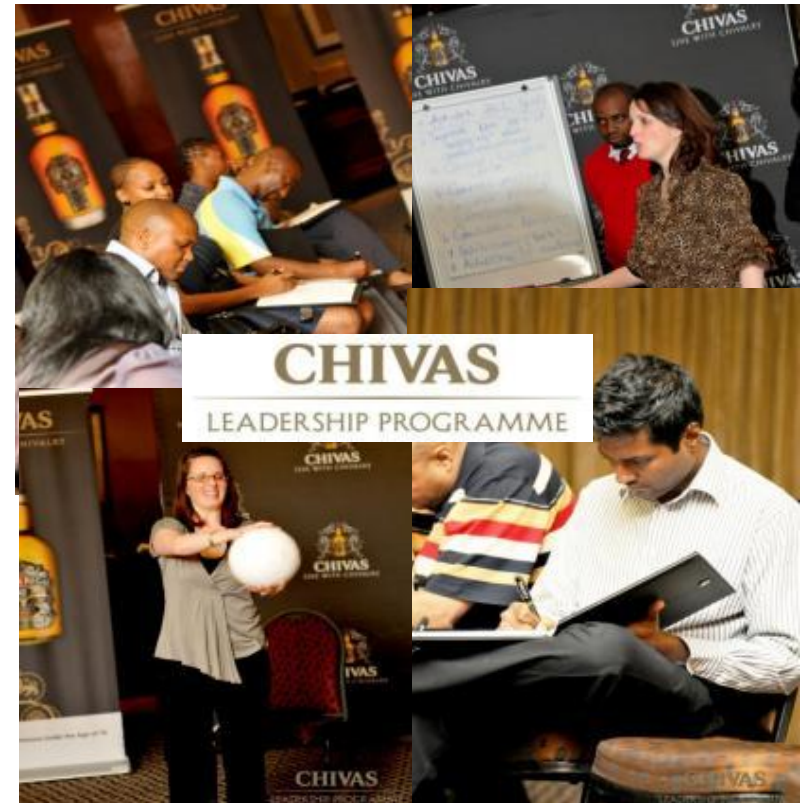
Tailored ad for South Africa personifying the legend of John Jameson in Henry, an early 21st century African character



Chivas Leadership Program



In Johannesburg empowering young urban professionals through mentorship to help them become the corporate leaders of modern Africa



BEST IN CLASS

Red Heart:

Victor Matfield and Bakkies Botha



Launch of the squeeze back campaign, a series of quizzes and games around Top 15 matches, to reinforce the power and strength of this growing Rum



Malibu Red Launch in South Africa



Ne-Yo performing at Malibu Red launch party at Melrose Arch in Johannesburg



BEST IN CLASS

Chivas Christmas party



Exclusive VIP-party in Accra



Jameson St. Patrick's day



Party on Ngong Race Course in Nairobi
with Top DJ Babey Drew



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SUCCESSFUL STRATEGY ON SOCIAL MEDIA

Gaining ground on competitors

 Pernod Ricard	April 12	April 13
Brand Fans	1.9M	4.3M
Share of likes	24%	27%



1. Source: Social Bakers, May13, growth on a 3 months period.



DIGITAL TAILORED ACTIVATIONS

The Glenlivet Guardians



Created by enthusiasts for enthusiasts, the Guardian program grants members-only access to private tastings, limited edition releases, exclusive downloads and invitations to unique events



Whisky.pl



Whisky Taste Matters is a multi-brand educational website that will be developed continuously in the coming months and highly integrated to social media platforms starting with the Facebook whisky Fan page



DIGITAL TAILORED ACTIVATIONS

Havana Club Gap Year



‘Win a gap year’ competition: ‘make a video of your project, upload it and you could be one of 18 jetting off to the final in Havana’



Secrets of excellence



Educate consumers on Selección des Maestros and its key traits. The user, via the app, explores a Cuban cellar in order to discover the unique elements of this product



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PERNOD RICARD WAY FORWARD

1

**Western
Europe**

Grow value share

2

**Eastern
Europe**

**Drive growth via best-in-class marketing and
distribution**

3

Africa

**Expand footprint and accelerate Strategic
Brands building**





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