



Pernod Ricard
Créateurs de convivialité

2012/13 Full-Year Sales and Results

29 August 2013



This presentation can be downloaded from our website: www.pernod-ricard.com

Audit procedures on the financial statements have been carried out. The Statutory Auditors' report will be issued following their review of the management report.



Pernod Ricard

Créateurs de convivialité

Contents

- Overall analysis
- Sales analysis
- Profit from recurring operations
- Group share of net profit from recurring operations
- Net profit
- Conclusion and outlook
- Appendices

Solid performance in line with guidance

Profit from
Recurring
Operations

+6%⁽¹⁾



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Créateurs de convivialité

Solid performance

Sales growth of 4%⁽¹⁾

Portfolio

- ✓ Continued **sustained value growth**⁽¹⁾ of the Top 14 **(+5%⁽¹⁾)** which grew more quickly than the Group's average
- ✓ **Price/mix still very favourable (+5%⁽¹⁾)** for the Top 14

Trends by market

- ✓ **As announced** at the start of the financial year, the economic **environment** was generally **less favourable**
- ✓ **Continued double-digit growth**⁽¹⁾ in **emerging markets**⁽²⁾ despite a slowdown in HY2, particularly in China
- ✓ **Stability in mature markets** as a whole, with contrasting trends:
 - **Strong growth**⁽¹⁾ in the US
 - **Decline**⁽¹⁾ in **Western Europe** (particularly in Spain) and in **France** (challenging economic climate and unfavourable technical effects)

(1) Organic growth

(2) List of emerging markets available in appendix

Continued premiumisation

Sales	€ 8,575 m	+4% ⁽¹⁾ reported growth: +4%
Emerging markets ⁽²⁾	€ 3,510 m	+10% ⁽¹⁾
Mature markets	€ 5,065 m	0% ⁽¹⁾
PRO	€ 2,230 m	+6% ⁽¹⁾
PRO / Sales	26.0%	+42 bps ⁽¹⁾

FY 2012/13: largest expansion⁽¹⁾
in operating margin in 3 years



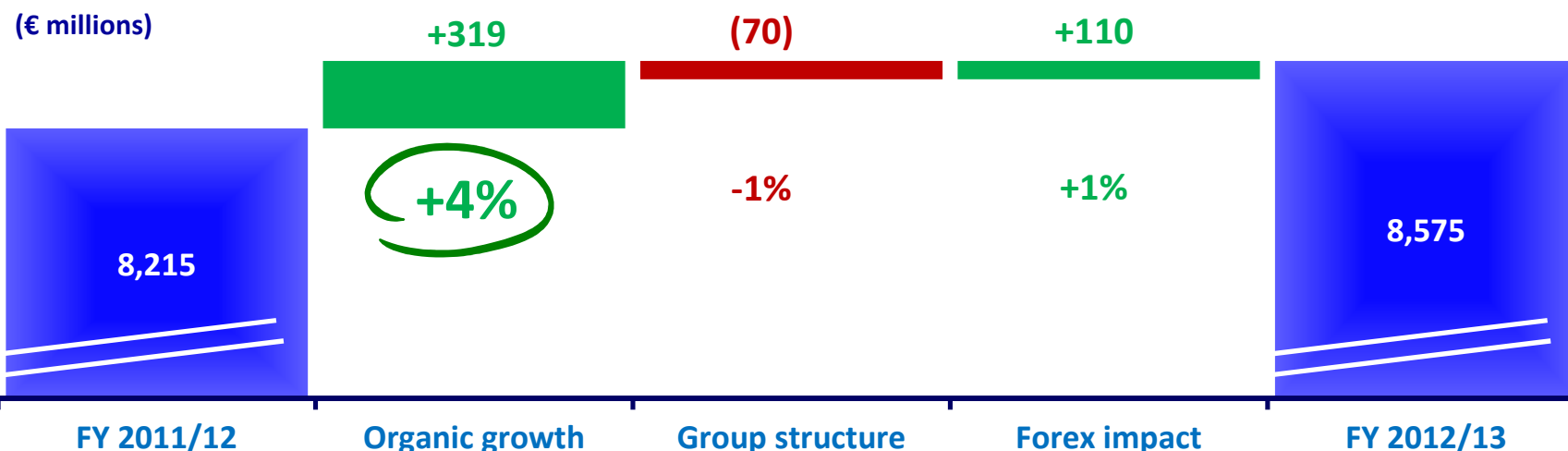
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Change in FY 2012/13 sales

Sales to 30 June 2013 (12 months): +4%



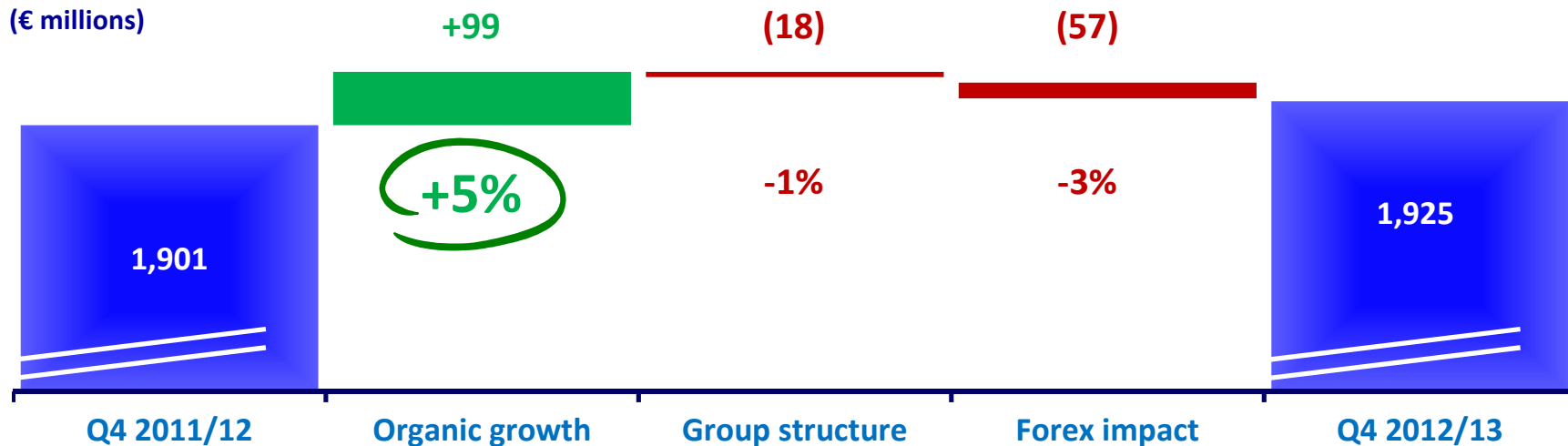
- ➔ **Organic growth: +4%**
- ➔ **Limited Group structure effect** primarily related to the disposal of certain Canadian activities in 2011/12, Scandinavian and Australian activities in 2012/13
- ➔ **Favourable foreign exchange effect** mainly due to the USD (average EUR/USD rate of 1.29 in FY 2012/13 vs. 1.34 in FY 2011/12) and CNY



Sales: focus on Q4

Sales growth for the 4th quarter of 2012/13 (3 months)

(€ millions)



- Organic growth: +5%
- Limited Group structure effect primarily related to the disposal of certain Scandinavian and Australian activities in 2012/13
- Negative foreign exchange effect mainly due to the USD, JPY and INR



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Solid performance in 2012/13

Organic sales growth by region	% of total sales	FY 2011/12	FY 2012/13	Comments
Asia-RoW	40%	+15%	+7%	Sustained dynamism despite the slowdown
Americas	27%	+6%	+7%	Growth driven by Premium brands ⁽¹⁾ and the US
Europe (excl. France)	25%	+2%	0%	Stability overall with strong growth in the East, decline in the West
France	8%	-1%	-7%	Challenging environment exacerbated by unfavourable technical effects
World	100%	+8%	+4%	

(1) RSP in USA >= 17 USD for spirits and > 5 USD for wines

ASIA - REST OF THE WORLD

Sustained dynamism despite the slowdown

Analysis by category

(€ millions)	FY 2011/12	FY 2012/13	Δ	Organic Δ
SALES	3,165	3,431	+8%	+7%

- ➔ **Martell (+16%⁽¹⁾):** remains the main growth driver with significant price/mix (+7%⁽¹⁾). Performance driven by China (market growth, share gains, restocking to standard levels), Travel Retail, Malaysia and Indonesia
- ➔ **Indian whiskies (+19%⁽¹⁾):** still very buoyant with good price/mix (+6%⁽¹⁾), thanks in particular to premiumisation (Royal Stag Barrel Select and Blender's Pride Reserve Collection)
- ➔ **Scotch whiskies:** slight decline⁽¹⁾ largely due to China, South Korea and Thailand; excellent performances⁽¹⁾ in the Middle East (especially Chivas in Turkey)
- ➔ **New growth drivers:** good development⁽¹⁾ of Absolut, Perrier-Jouët, Mumm, Jameson and Jacob's Creek

ASIA - REST OF THE WORLD

Sustained dynamism despite the slowdown

Analysis by market

→ China:

- continued buoyant growth (+9%⁽¹⁾) albeit lower than in 2011/12, driven by double-digit increases⁽¹⁾ for Martell, Jacob's Creek and Absolut. Restocking to standard levels
- challenging year for the most exclusive⁽²⁾ spirits (curb on conspicuous consumption) and Scotch whiskies (market in decline)

→ India:

- continued strong momentum of local whiskies (+16%⁽¹⁾)
- good development of the Top 14 (+17%⁽¹⁾, with significant pricing) driven by Chivas, Absolut and The Glenlivet

→ Travel Retail:

- double-digit growth⁽¹⁾ driven by Martell and the Top 14 Scotch whiskies, particularly superior qualities (Royal Salute, Chivas 18 years old, The Glenlivet 18 years old, Ballantine's 17 years old)

→ Other emerging markets⁽³⁾:

- good performances in Africa/Middle East (+12%⁽¹⁾), Indonesia and Malaysia

(1) Organic growth

(2) RSP > 200 USD

(3) List of emerging markets available in appendix

ASIA - REST OF THE WORLD

Sustained dynamism despite the slowdown

Analysis by market

→ South Korea (-2%⁽¹⁾):

- sales were off in a challenging market (decline of traditional on-trade) affecting Imperial in particular
- continued development of the Top 14, particularly Absolut (now the second largest brand of the Top 14) and Perrier-Jouët, driven by the modern on-trade

→ Thailand:

- substantial decline⁽¹⁾ primarily due to 100 Pipers in a market that remains challenging
- good development of Absolut (+9%⁽¹⁾) and Jacob's Creek (+15%⁽¹⁾)

→ Japan (+3%⁽¹⁾):

- growth driven by Mumm (+18%⁽¹⁾), Perrier-Jouët (+21%⁽¹⁾) and Café de Paris

→ Australia:

- good performance of the Top 14 (+6%⁽¹⁾) driven by Mumm

AMERICAS

Growth driven by Premium brands and the US

Analysis by category

(€ millions)	FY 2011/12	FY 2012/13	Δ	Organic Δ
SALES	2,167	2,316	+7%	+7%

→ **Top 14 (+8%⁽¹⁾)**, particularly:

- Jameson, The Glenlivet, Absolut and Malibu in the United States
- Absolut and Martell in Mexico
- Chivas and The Glenlivet in Travel Retail

→ **Priority Premium Wines (+5%⁽¹⁾)**: continued growth with favourable price/mix

→ **Key local brands (+7%⁽¹⁾)**: double-digit growth⁽¹⁾ of Passport.
Good development of Wiser's (innovations launched in the flavoured whiskey segment)

AMERICAS

Growth driven by Premium brands and the US

Analysis by market: United States



Strong growth: +8%⁽¹⁾

Top 14 +8%⁽¹⁾

Main growth driver

Price/mix +5%⁽¹⁾

Good overall performance of the other brands

- ✓ Avión
- ✓ Mumm Cuvée Napa
- ✓ Aberlour
- ✓ Plymouth
- ✓ Wiser's

Dynamism of the Premium⁽²⁾ brands

Absolut

+2%⁽¹⁾

Improved value growth driven by favourable price/mix

Jameson

+26%⁽¹⁾

Remains the main growth driver

Malibu

+5%⁽¹⁾

Solid growth confirmed following FY 2011/12, which benefited from the launch of numerous innovations

The Glenlivet

+22%⁽¹⁾

Double-digit growth for all qualities and significant price increases

Chivas

+5%⁽¹⁾

Stabilisation of volumes and very favourable price/mix for the 2nd consecutive year

Perrier-Jouët

+14%⁽¹⁾

Excellent volume growth and very favourable price/mix

(1) Organic growth

(2) RSP in USA >= 17 USD for spirits and > 5 USD for wines

Analysis by market: other markets

→ Canada:

- good performance⁽¹⁾ of The Glenlivet, Jameson, wines and Wiser's

→ Brazil:

- difficulties due to a more challenging macro-economic environment and the blanket application of the "VAT" reform
- good underlying trends for Absolut (+24%⁽²⁾ in a category at +13%⁽²⁾) and Ballantine's

→ Mexico:

- recovery confirmed following the introduction of a new high-value strategy: sales +5%⁽¹⁾
- very good development of the Top 14 (+13%⁽¹⁾) with substantial pricing

→ Travel Retail:

- growth (+7%⁽¹⁾) driven by Chivas, The Glenlivet and Royal Salute

→ Other markets:

- all reported growth⁽¹⁾ including several in double-digits

EUROPE (EXCLUDING FRANCE)

Stability with strong growth in the East, decline in the West

Analysis by category

(€ millions)	FY 2011/12	FY 2012/13	Δ	Organic Δ
SALES	2,137	2,132	0%	0%

→ Top 14 (+2%⁽¹⁾):

- growth⁽¹⁾ primarily driven by Jameson, Absolut, Chivas and Beefeater, which grew both in the East and the West
- decline of Ballantine's (Spain), Mumm, Perrier-Jouët, Malibu (UK) and Ricard

→ Priority Premium Wines (+1%⁽¹⁾): increase in sales thanks to Campo Viejo and Brancott Estate

→ Key local brands (+2%⁽¹⁾): continued revival of ArArAt (>+50%⁽¹⁾ in 2 years) and Olmeca (>+50%⁽¹⁾ in 3 years) and good performances of Seagram's Gin (Spain), Passport (Eastern Europe) and Wyborowa (Poland)

EUROPE (EXCLUDING FRANCE)

Stability with strong growth in the East, decline in the West

Analysis by market

→ Eastern Europe (+11%⁽¹⁾): sustained growth

- **Russia (+16%⁽¹⁾):** main contributing market to growth, driven by Jameson, ArArAt (which has regained its rank as the portfolio's #2 brand), Chivas, Ballantine's, Passport and Olmeca
- **Poland (+2%⁽¹⁾):** improved trend thanks to Wyborowa which is back to growth ⁽¹⁾. Good progression of Absolut (+7%⁽¹⁾), Chivas (+12%⁽¹⁾) and Passport (+16%⁽¹⁾)
- **Ukraine:** growth⁽¹⁾, despite a more challenging macro-economic environment, still driven by whiskies (Jameson, Ballantine's, Chivas and Passport), Absolut and ArArAt

→ Western Europe (-3%⁽¹⁾): decline in an economic environment that remains challenging

- decline attributable primarily to Southern Europe, in particular Spain (-7%⁽¹⁾), despite market share gains and healthy growth of Beefeater (+4%⁽¹⁾)
- quasi-stability⁽¹⁾ in the UK
- good performance⁽¹⁾ in Germany and Travel Retail

Analysis by category

(€ millions)	FY 2011/12	FY 2012/13	Δ	Organic Δ
SALES	746	695	-7%	-7%

→ **Sales decline⁽¹⁾ following the very steep rise in excise duty introduced on 1 January 2012 and against the backdrop of a recession:**

- Pernod Ricard's underlying performance in line with a declining spirits market (-2%⁽²⁾)
- HY1 adversely affected by technical effects: residual inventory reduction and non-renewal of certain promotional activities
- unfavourable spring weather

→ **Improved trend in HY2**

→ **Excellent performances by several Premium⁽³⁾ brands:**

- Havana Club +14%⁽¹⁾, Absolut +5%⁽¹⁾, The Glenlivet +20%⁽¹⁾
- double-digit growth⁽¹⁾ of superior qualities (Chivas 18 years old, Perrier-Jouët Belle Epoque, Jameson Select Reserve, etc.)

(1) Organic growth

(2) Nielsen volumes: 12 months to 14 July 2013

(3) RSP in USA \geq 17 USD for spirits and $>$ 5 USD for wines



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Increasing share of Premium brands⁽²⁾

Organic sales growth by category	% of total sales	FY 2011/12 ⁽¹⁾	FY 2012/13 ⁽¹⁾
Top 14 Spirits & Champagnes	62%	+10%	+5%
Priority Premium Wines	5%	+4%	+2%
18 key local brands	18%	+8%	+6%
Other	15%	+2%	-2%
Total	100%	+8%	+4%

➔ Premium brands⁽²⁾: 75% of sales vs 73% in 2011/12



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Top 14: good growth and significant price/mix

ABSOLUT
Country of Sweden
VODKA

TOP 14
Spirits & Champagnes

 **CHIVAS**

Ballantine's
LEAVE AN IMPRESSION



 **JAMESON**
IRISH WHISKY



BEEFEATER
LONDON

KAHLÚA

Volumes: stable
Sales: +5%⁽¹⁾
% of Group sales: 62%


MARTELL
COGNAC

THE GLENLIVET










G.H. MUMM
CHAMPAGNE

CHAMPAGNE
 **PERRIER-JOUËT**



ROYAL SALUTE
SCOTCH WHISKY

(1) Organic growth

Top 14: strong growth with significant price/mix

TOP 14 Spirits & Champagnes ⁽¹⁾	Total volume ⁽²⁾	Sales growth ⁽³⁾	of which volume	of which price/mix ⁽³⁾
Absolut	 11.6	5%	2%	3%
Chivas Regal	4.9	5%	0%	5%
Ballantine's	5.9	-6%	-4%	-2%
Ricard	4.6	-9%	-11%	2%
Jameson	 4.3	17%	10%	6%
Havana Club	 3.9	3%	2%	0%
Malibu	3.7	-1%	-1%	0%
Beefeater	 2.6	5%	3%	2%
Kahlúa	1.6	-1%	-4%	3%
Martell	 2.0	15%	5%	10%
The Glenlivet	 1.0	22%	18%	5%
Mumm	0.6	-4%	-5%	1%
Perrier-Jouët	 0.2	7%	1%	6%
Royal Salute	0.2	-4%	-6%	2%
TOP 14	47.3	5%	0%	5%

**Seven brands set a new
all-time volume record**

 All-time volume record



Top 14: the leading growth driver

- **Stable volumes** despite the decline of Ricard and Ballantine's (particularly exposed to Western Europe)
- **Very favourable price/mix (+5%⁽¹⁾)**
- **Very good performance of Martell (+15%⁽¹⁾, with price/mix +10%⁽¹⁾)**, partly boosted by restocking in China
- **Excellent performance of Jameson (+17%⁽¹⁾)** which becomes the second largest contributor to Group growth⁽¹⁾. The brand reported double-digit growth⁽¹⁾ across all its major markets (US, Russia, South Africa, etc.)

Top 14: the leading growth driver

→ Good overall performance⁽¹⁾ of white spirits:

- **Absolut (+5%⁽¹⁾): accelerated value growth**
 - ❑ growth⁽¹⁾ in all regions
 - ❑ improved price/mix, especially in the US
 - ❑ double-digit growth⁽¹⁾ in Asia-RoW with good development in China and a spectacular trajectory in South Korea (sales multiplied⁽¹⁾ by 3 in 3 years)
- **Havana Club (+3%⁽¹⁾): improvement** compared to the previous financial year
 - ❑ good performances in Germany and France
 - ❑ continuing difficulties in Spain and Italy
- **Beefeater (+5%⁽¹⁾): solid growth** especially in Spain, US, UK and Russia
- **Malibu (-1%⁽¹⁾): slight decline**
 - ❑ primarily due to Western European markets (France, UK, Spain)
 - ❑ sustained growth in its main market (US) with accelerated momentum of the original version, riding the wave of numerous innovations launched more than one year ago

Top 14: the leading growth driver

- ➔ **Slowdown** in the growth of **Scotch whiskies**:
 - difficult year in Asia and persistent difficulties in Spain
 - **record growth for The Glenlivet** (+22%⁽¹⁾) with **double-digit growth**⁽¹⁾ in all regions
 - **excellent price/mix for Chivas** (+5%⁽¹⁾) with notable volume growth of +8% for Chivas 18 years old

- ➔ **Decline** ⁽¹⁾ of **Ricard** due to reduced consumption in France (increase in excise duty and poor weather) and exacerbated by technical effects. Nevertheless, the brand **gained market share**⁽²⁾

- ➔ **Decrease**⁽¹⁾ for **Mumm** but **growth**⁽¹⁾ of **Perrier-Jouët** thanks to greater global exposure (Americas +11%⁽¹⁾; Asia-RoW +17%⁽¹⁾)

Priority Premium Wines: continuation of high-value strategy and geographic diversification



Priority Premium Wines

JACOB'S CREEK™


BRANCOTT
ESTATE™
NEW ZEALAND


Campo Viejo

SINCE  1870
GRAFFIGNA
SAN JUAN - ARGENTINA

Volume: -1%

Sales: +2%⁽¹⁾

Contribution⁽²⁾: +6%⁽¹⁾

% of Group sales: 5%

- Price/mix: +3%⁽¹⁾
- Asia: sales +15%⁽¹⁾
- Europe: growth⁽¹⁾ in both the West and the East

18 key local brands: good overall performance

18 key local brands



Volume: +6%

Sales: +6%⁽¹⁾

% of Group sales: 18%

- Continued **momentum for Indian whiskies** (+19%⁽¹⁾) which outperformed the market in value
- **ArArAt** (+21%⁽¹⁾)
- **Passport** (+20%⁽¹⁾)
- **Olmeca** (+14%⁽¹⁾)
- **Wyborowa** enjoyed renewed growth (+5%⁽¹⁾)
- Decline of **100 Pipers** (-13%⁽¹⁾) and **Imperial** (-3%⁽¹⁾)
- Decline⁽¹⁾ of **Pastis 51** and **Clan Campbell** (French market)



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Deepening relationships with advocates: collaborating with bartenders

Olmeca Altos

Premium, hand-crafted 100%-blue agave tequila created by Master Distiller Jesus Hernandez and two of the world's most prominent mixologists, Henry Basant and Dre Masso



Olmeca Altos Plata

Slightly citric and sweet with herbal notes of cooked agave for a balanced and lasting finish



Olmeca Altos Reposado

Six months of ageing in oak barrels produces gentle notes of vanilla and caramel for a robust taste

Absolut



Absolut Craft

Co-creation conceived exclusively for the on-trade with influential bartender Nick Strangeway. Flavours Herbaceous Lemon, Smokey Tea and Bitter Cherry underscores Absolut's positioning as a creative visionary in the on-premise, deepening relationships with our on-premise advocates

Benefitting from the small batch trend

Our/Vodka

Our/Berlin

Our/Vodka is one part global, one part local.
Our/Vodka is locally-produced in a micro-distillery and caters to the local population. Our/Berlin: the first part of this global project of entrepreneurs crafting vodka in cities throughout the world



Beefeater

Burrough's Reserve

Ultra-premium gin distilled in the Beefeater founder's original, 19th-century still and then rested in Jean de Lillet oak barrels. Each distinctive, embossed glass bottle proudly displays its batch and bottle number



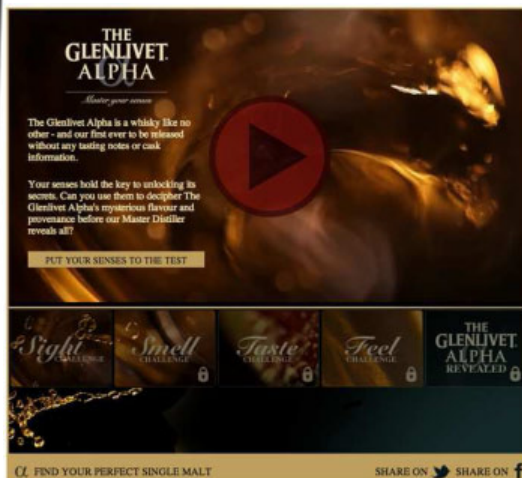
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Fostering appreciation for brown spirits

The Glenlivet

The Glenlivet Alpha

This rare single malt guarded its characteristics, seducing consumers to create their own tasting notes with the assistance multi-sensorial hints available on the brand's website. The launch and campaign engaged whisky aficionados and fostered appreciation for the brand franchise



Pop Up Distillery Experiences

Taking place during the Northside Festival in Brooklyn, New York, guests enjoyed the opportunity to learn the art of blending first hand from the Jameson Master Blender, Billy Leighton in our pop up blending lab. We also brought to life the cooperage from Middleton with a live coopering experience hosted by the Master Cooper, Ger Buckley

Jameson



Reaching consumers through humour

Ricard

Jaune avec un grand "R"
New advertising campaign



Le Bar à Pluie

This ingenious invention transforms rain water into drinkable water, perfect for preparing a Ricard! Follow "Le Bar à Pluie" on Facebook



Concocting exciting flavour sensations

Malibu



Malibu Sundae

Chocolate Ice Cream.

Malibu Coconut rum meets rich chocolate for an irresistible treat. Perfect for blending cool ice cream drinks

Malibu Swirl

Strawberries & Whipped Cream.

Fresh strawberries, whipped cream and coconut make a delicious combination that tastes like a treat with every sip

Absolut



Absolut Cilantró

Vibrant flavour of freshly-picked coriander leaves and aromatic green limes

Creating unforgettable experiences

Perrier-Jouët

Flagships

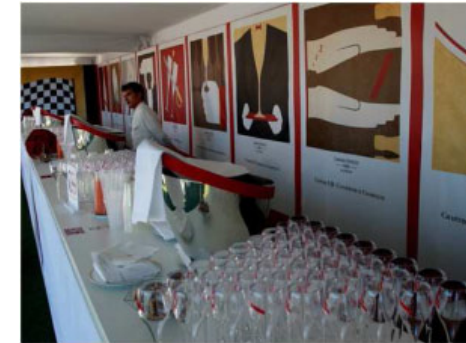
Opening of several Perrier-Jouët flagships: Hotel Raphael in Paris, Duddell's restaurant and art gallery in Hong Kong, M1NT night club in Shanghai



Enchanting Tree

Designer Tord Boontje conceived this artistic serving material. Launch party held at London's Saatchi Gallery

Mumm



Formula One

New hospitality programme for the Monaco Grand Prix

Martell



Paris Style

Launch of the Paris Style platform in Russia, including the theme party "Night in Paris"

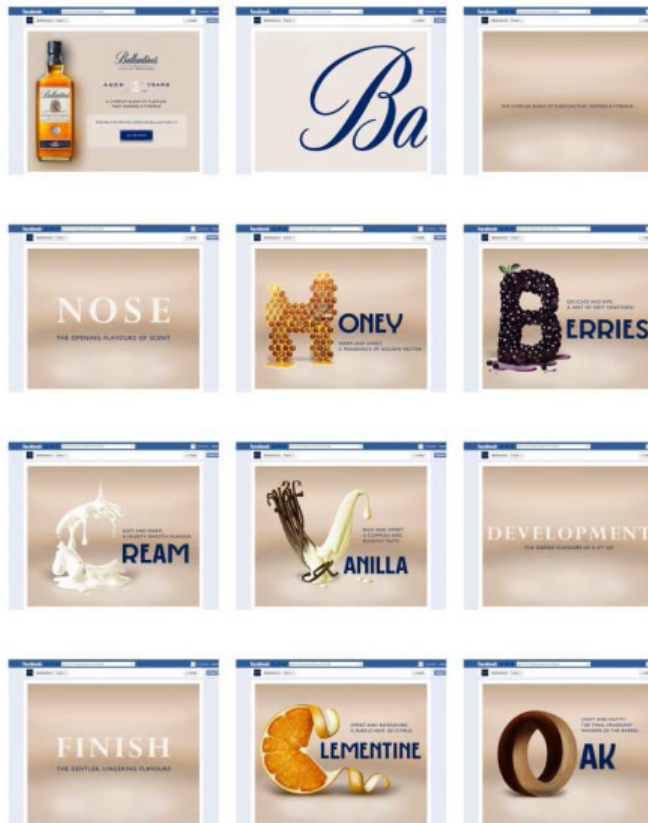


Engaging through digital communication

Ballantine's

Ballantine's 12 – The Story of Taste

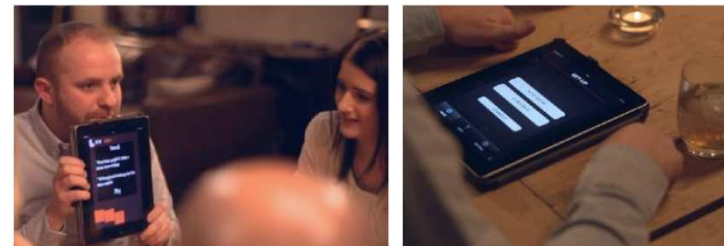
Ballantine's is reaching out to the online whisky community with the launch of 'The Story of Taste', a new digital campaign that aims to take consumers 'Beyond' to discover the flavours of Ballantine's 12



Chivas

Chivas Mashtun

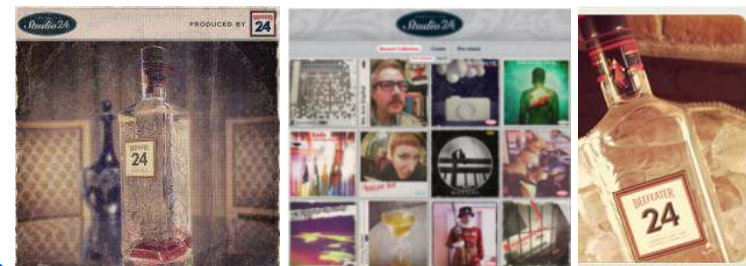
Chivas Mashtun is a collection of five modern parlour games in one free app. Available for iPhone and iPad, Chivas Mashtun sees up to four teams playing simultaneously, with each game using a different facet of the device to create fun, interactive parlour games



Beefeater

Beefeater 24 – Studio 24

Mix your Instagram photos with a song to create a bespoke record cover in Beefeater Studio 24



Creating excitement in wine

Jacobs Creek



The Wine Line

Launched on the occasion of Pernod Ricard's Responsib'all Day, this augmented reality application allows customers to calculate the number of units of alcohol contained in a glass of wine. Consistent with the commitment of Pernod Ricard in favor of responsible consumption, this application can be downloaded free

DEADBOLT

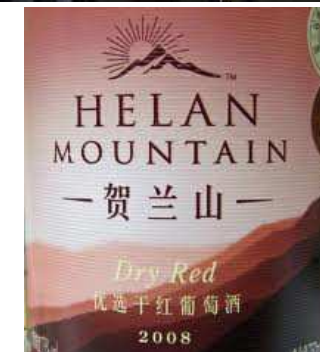
DEADBOLT

A wine that dares to be different — a bold, distinctive California blend so deep, so rich and so complex, we kept the blend under lock and key — that is, until now.

An irreverent brand appealing to the confident, successful and social set that lets these consumers express their distinct style. Bold. Unconventional. DEADBOLT



Helan Mountain



Helan Mountain

Unique collaboration between our local Chinese wine operators and our Australian teams to capture the growing wine opportunity in China



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Summary income statement

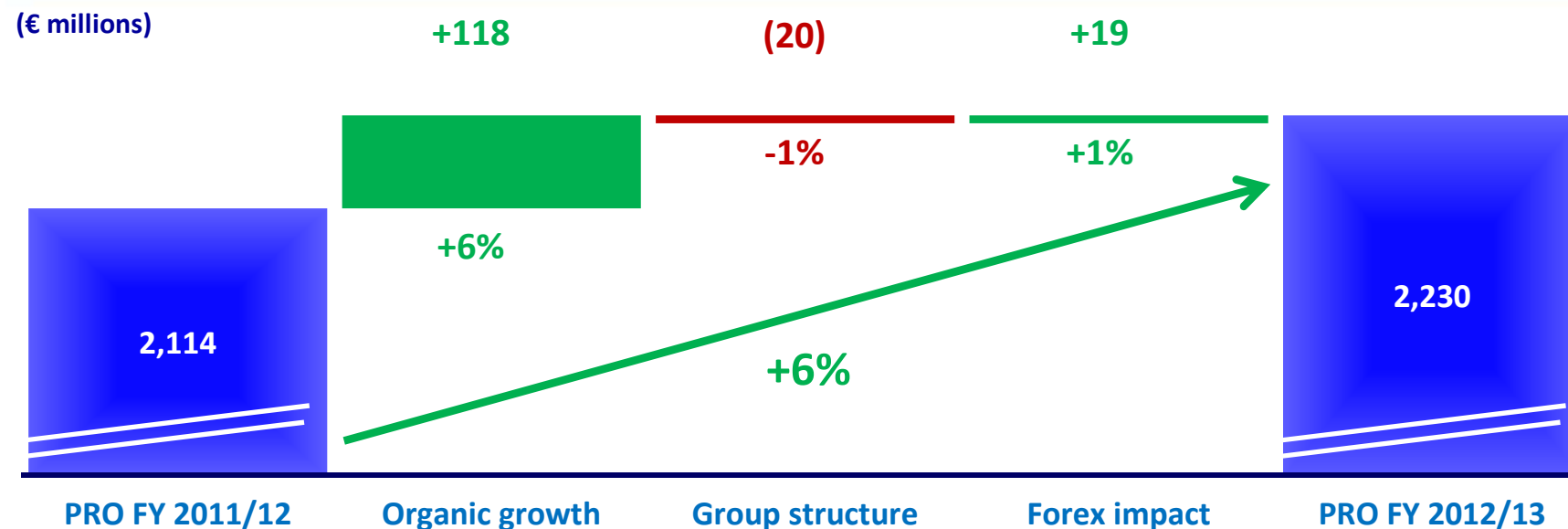
(€ millions)	FY 11/12	FY 12/13	Δ	Organic Δ
Sales	8,215	8,575	+4%	+4%
Gross margin after logistics costs (GM)	5,047	5,351	+6%	+5%
<i>GM / Sales</i>	61.4%	62.4%		
Advertising & promotion expenditure (A&P)	(1,571)	(1,644)	+5%	+3%
<i>A&P / Sales</i>	19.1%	19.2%		
Contribution after A&P expenditure (CAPE)	3,476	3,707	+7%	+6%
<i>CAPE / Sales</i>	42.3%	43.2%		
Profit from recurring operations (PRO)	2,114	2,230	+6%	+6%
<i>PRO / Sales</i>	25.7%	26.0%		

Solid performance⁽¹⁾



(1) Organic growth

Growth in PRO



- ➔ Increase in PRO (+6%) driven by organic growth
- ➔ Slightly unfavourable Group structure effect (disposal of certain Scandinavian activities)
- ➔ Positive forex impact primarily due to stronger USD and CNY



Gross margin after logistics costs

(€ millions)	FY 11/12	Change	FY 12/13
Gross margin after logistics costs	5,047	+5% ⁽¹⁾	5,351
<i>GM / Sales</i>	61.4%		62.4%

+98 bps

➔ Significant improvement in gross margin: **+98 bps** (organic growth of +79 bps)

- Favourable price effect (+4% for the Top 14): significant price increases
- Input cost control (increase below +3%⁽¹⁾ excluding mix)
- Slightly favourable forex impact



Advertising and promotion expenditure

(€ millions)	FY 11/12	Change	FY 12/13
A&P expenditure	(1,571)	+3% ⁽¹⁾	(1,644)
<i>A&P / Sales</i>	<i>19.1%</i>		<i>19.2%</i>

+5 bps

- ➔ Stability of the A&P to sales ratio
- ➔ Investments targeted behind the Top 14 which account for almost 90% of the increase⁽¹⁾ in A&P investments
- ➔ Strong growth of A&P investments in the US and emerging markets⁽²⁾
- ➔ Targeted optimisation of A&P expenditure in certain mature markets: Western Europe -3%⁽¹⁾ and France -10%⁽¹⁾

(1) Organic growth

(2) List of emerging markets available in appendix



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Structure costs

(€ millions)	FY 11/12	Change	FY 12/13
Structure costs ⁽²⁾	(1,362)	+7% ⁽¹⁾	(1,477)
<i>Structure costs / Sales</i>	16.6%		17.2%

+64 bps

→ Increase in resources allocated to **emerging markets**⁽³⁾

- close to 80% of the increase⁽¹⁾ in structure costs⁽²⁾
- strengthened distribution network particularly in China, India, Russia, Africa
- creation of subsidiaries in Sub-Saharan Africa

→ Increase⁽¹⁾ below inflation of structure costs⁽²⁾ in **Western Europe**

→ Stability⁽¹⁾ in **France**

→ End of the implementation of the **Agility project**: slowdown in structure costs growth⁽¹⁾ in **HY2**



Profit from recurring operations

(€ millions)	FY 11/12	Change	FY 12/13
Profit from recurring operations	2,114	+6% ⁽¹⁾	2,230
<i>PRO / Sales</i>	25.7%		26.0%

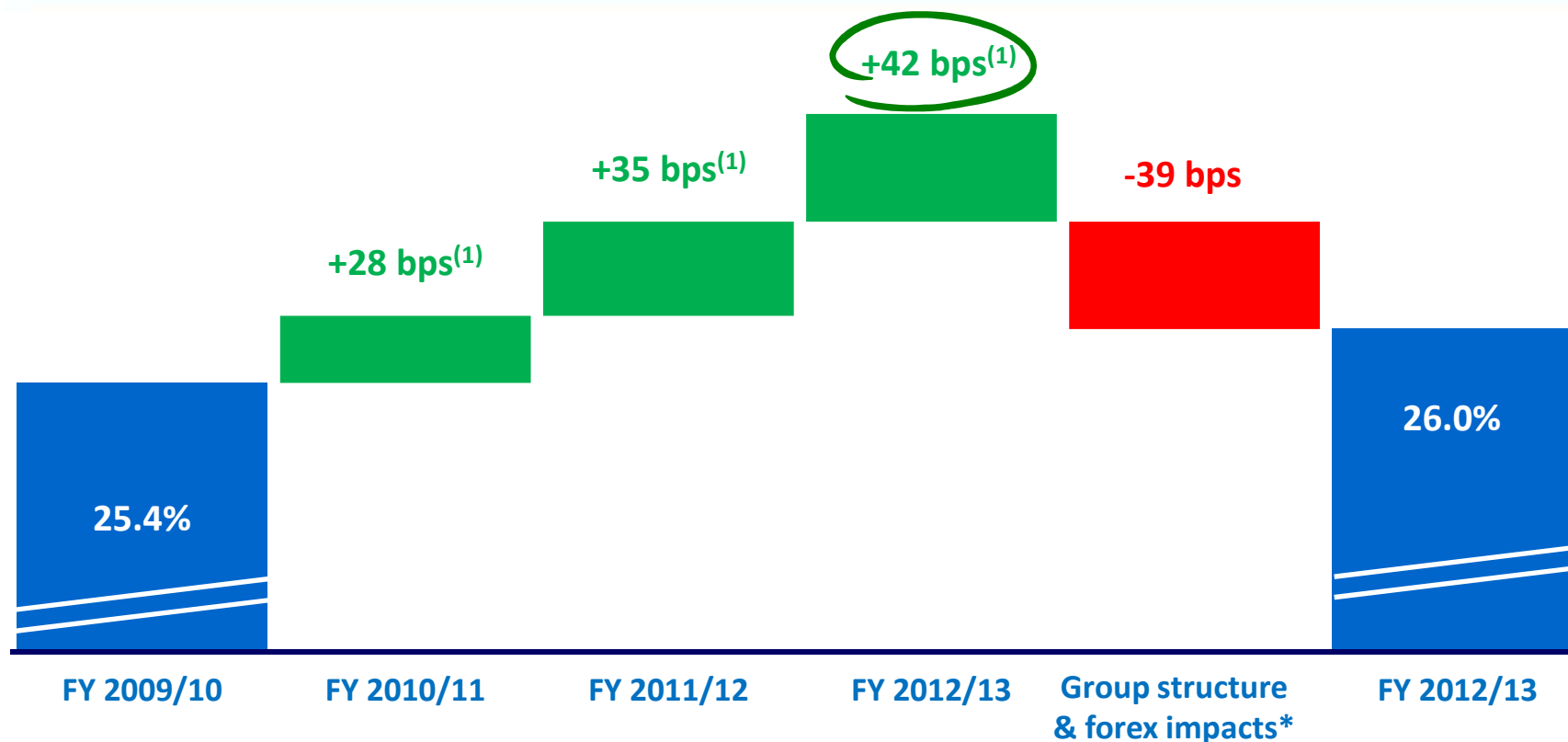
+28 bps

→ Operating margin expansion (+42 bps⁽¹⁾):

- continued implementation of the premiumisation strategy, with a positive effect on gross margin
- good control of resources



Continued increase in operating margin



FY 2012/13: largest expansion⁽¹⁾
in operating margin in 3 years

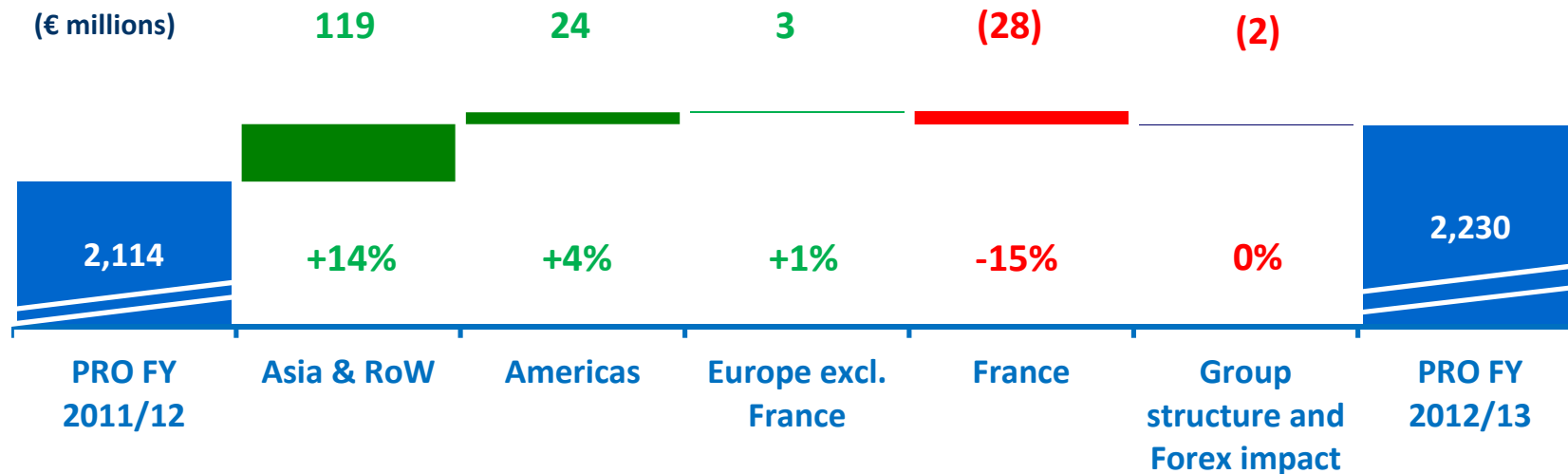


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Contribution to PRO growth⁽¹⁾ by region



➔ All regions (with the exception of France, impacted by one-time technical effects tied to the excise duty increase) contributed to organic growth in PRO. In particular:

- growth remains very strong in Asia
- very good performance in the United States



Asia - Rest of the World

(€ millions)	FY 11/12	FY 12/13	Δ	Organic Δ
Sales ⁽¹⁾	3,165	3,431	+8%	+7%
Gross margin after logistics costs	1,898	2,120	+12%	+10%
<i>GM / Sales</i>	60.0%	61.8%		
Advertising and promotion expenditure	(625)	(663)	+6%	+3%
<i>A&P / Sales</i>	19.8%	19.3%		
Profit from recurring operations ⁽²⁾	880	1,016	+15%	+14%
<i>PRO / Sales</i>	27.8%	29.6%		

→ PRO (+14%⁽³⁾) grew two times faster than sales

- excellent increase in gross margin, which continues to benefit from a **high price/mix effect**
- **investments targeted** on new growth drivers, sources of diversification and the sales force (China, Africa, India, etc.)

→ Substantial improvement in operating margin

→ Very high growth in PRO in HY1 2012/13 (+19%⁽³⁾ vs. +6%⁽³⁾ in HY2) => Very unfavourable base of comparison for HY1 2013/14



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Americas

(€ millions)	FY 11/12	FY 12/13	Δ	Organic Δ
Sales	2,167	2,316	+7%	+7%
Gross margin after logistics costs	1,362	1,490	+9%	+8%
<i>GM / Sales</i>	62.9%	64.3%		
Advertising & promotion expenditure	(405)	(454)	+12%	+10%
<i>A&P / Sales</i>	18.7%	19.6%		
Profit from recurring operations ⁽¹⁾	582	607	+4%	+4%
<i>PRO / Sales</i>	26.9%	26.2%		

- ➔ **Acceleration in sales growth⁽²⁾** thanks in particular to the US and the recovery of the business in Mexico
- ➔ **Good increase in gross profit** due to a favourable portfolio mix (accelerated growth⁽²⁾ for the Top 14)
- ➔ **Substantial increase in** advertising and promotion expenditure (+10%⁽²⁾) and structure costs in a priority investment region for the Group



Europe (excluding France)

(€ millions)	FY 11/12	FY 12/13	Δ	Organic Δ
Sales	2,137	2,132	0%	0%
Gross margin after logistics costs	1,245	1,251	0%	+1%
<i>GM / Sales</i>	58.3%	58.7%		
Advertising & promotion expenditure	(347)	(354)	+2%	+1%
<i>A&P / Sales</i>	16.3%	16.6%		
Profit from recurring operations ⁽¹⁾	470	459	-2%	+1%
<i>PRO / Sales</i>	22.0%	21.5%		

- ➔ **Increase in PRO (1%⁽²⁾)** due to **double-digit growth in Eastern Europe** offsetting the decline in Western Europe
- ➔ **Expansion in gross margin** due to the **growth of the Top 14**
- ➔ **Advertising & promotion expenditure targeted on Eastern Europe:** double-digit increase⁽²⁾ in Eastern Europe and 3%⁽²⁾ decline in Western Europe
- ➔ **Increase in operating margin (+5 bps)** excluding forex and Group structure effects



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France

(€ millions)	FY 11/12	FY 12/13	Δ	Organic Δ
Sales	746	695	-7%	-7%
Gross margin after logistics costs	541	490	-10%	-9%
<i>GM / Sales</i>	72.5%	70.5%		
Advertising & promotion expenditure	(193)	(174)	-10%	-10%
<i>A&P / Sales</i>	25.9%	25.0%		
Profit from recurring operations ⁽¹⁾	181	149	-18%	-15%
<i>PRO / Sales</i>	24.3%	21.4%		

- ➔ **Sales decline⁽³⁾ in a challenging market:** spirits consumption affected by the increase in excise duty (market down -2%⁽²⁾ with aniseed category down -4%⁽²⁾)
- ➔ **Reduction⁽³⁾ in A&P expenditure** in line with the evolution in gross margin
- ➔ **Stability⁽³⁾ of structure costs**
- ➔ **Improved performance in HY2:** decline⁽³⁾ in PRO excluding technical effects limited to € (4) m vs. € (24) m in HY1

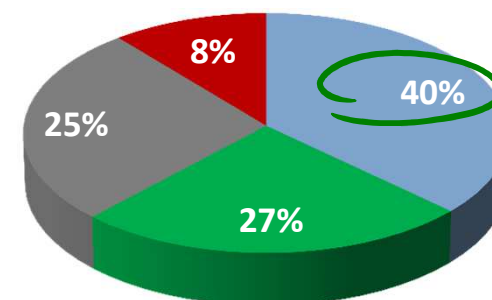
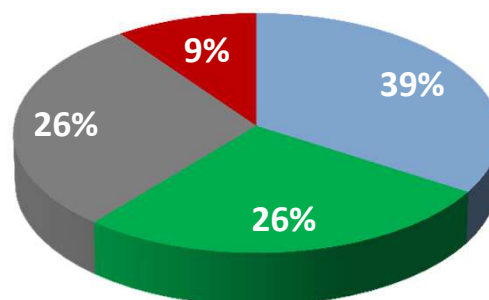


Analysis by geographic region

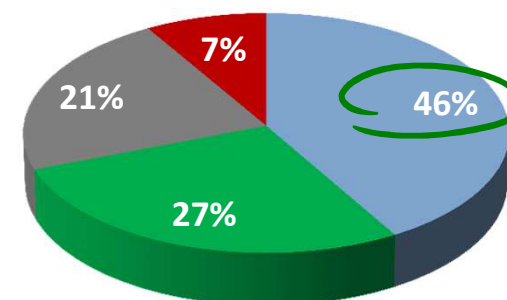
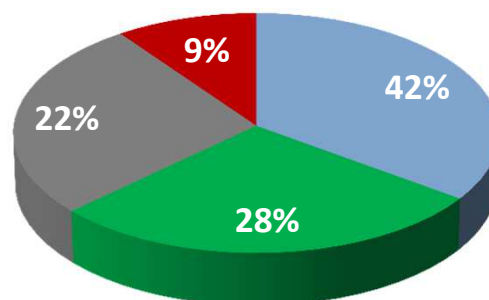
FY 2011/12⁽¹⁾

FY 2012/13⁽¹⁾

Sales



PRO



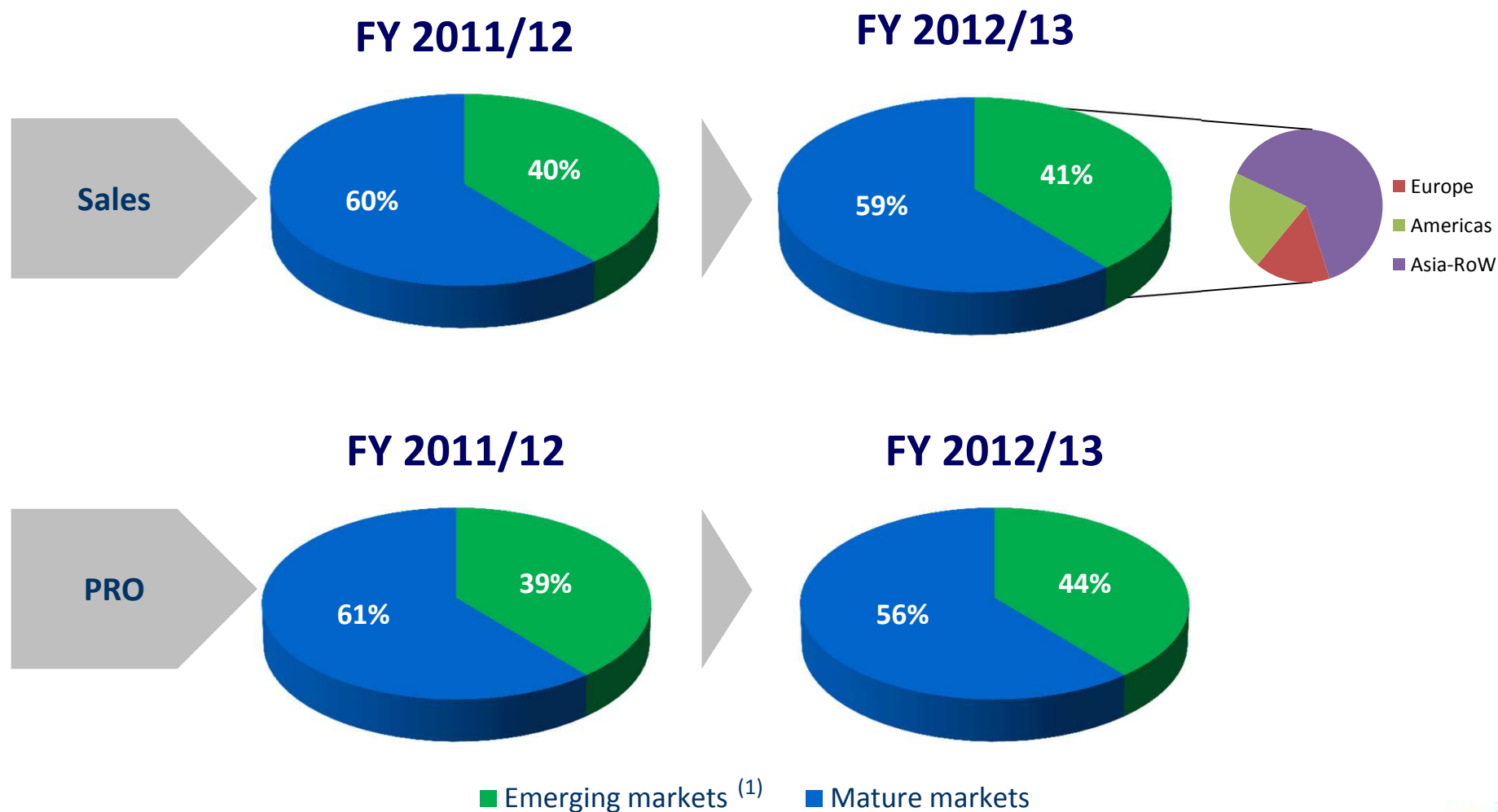
■ Asia-RoW ■ Americas ■ Europe (excl. France) ■ France

➔ Asia-RoW strengthened its position as the Group's leading region (contribution to both sales and PRO)



Share of emerging markets

Increase in relative significance of emerging markets, which are more profitable



(1) List of emerging markets available in appendix



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Financial income (expense) from recurring operations

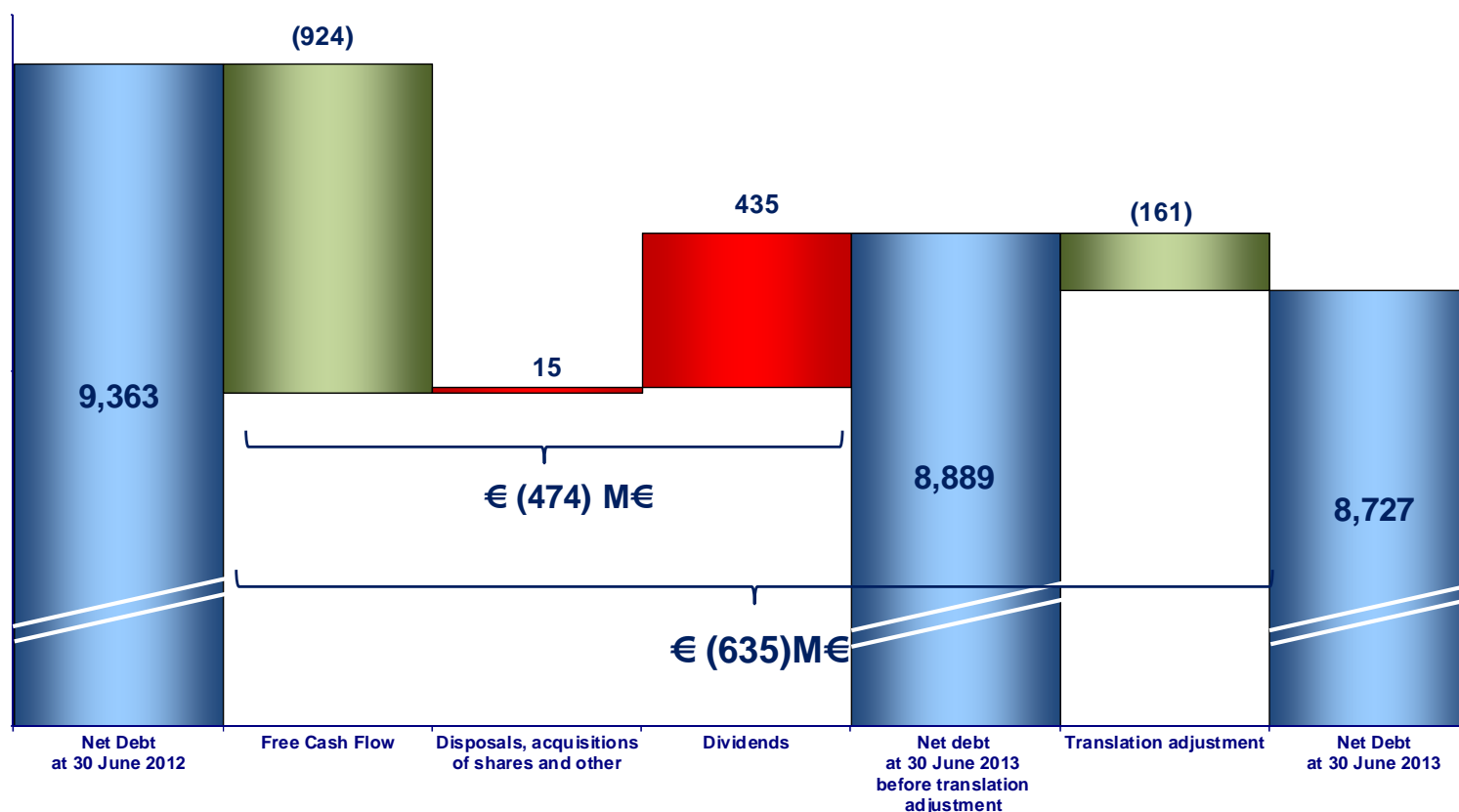
(€ millions)	FY 11/12	FY 12/13
Financial income (expense) from recurring operations	(509)	(527)
Cost of debt	5.1%	5.3%

- ➔ **Controlled increase** in the cost of debt in 2012/13, in line with our forecasts
- ➔ **Structural decrease in financial expenses** as of January 2013 should continue in 2013/14.
Average cost of debt in 2013/14 estimated at less than 5%



Change in Net Debt

€ millions



→ Significant decrease in net debt of € 635 m thanks to:

- **cash flow generation** before translation adjustment of € 474 m, an **improvement** of € 89 m vs. 2011/12
- favourable translation impact of € 161 m (EUR/USD rate of 1.31 at 30/06/2013 vs. 1.26 at 30/06/2012)

Cash flow statement (1/2)

(€ millions)	FY 11/12	FY 12/13	Δ
Profit from recurring operations	2,114	2,230	117
Amortisation, depreciation and provision movements and other	163	209	46
Self-financing capacity from recurring operations	2,277	2,440	163
<i>Decrease/(increase) in strategic stocks⁽¹⁾</i>	<i>(157)</i>	<i>(266)</i>	<i>(109)</i>
<i>Decrease/(increase) in operational WCR</i>	<i>63</i>	<i>(28)</i>	<i>(91)</i>
Decrease/(increase) in recurring WCR	(94)	(294)	(200)
Non-financial capital expenditures	(260)	(294)	(35)
Financial income (expense) and taxes	(794)	(906)	(112)
Non-recurring items	(174)	(21)	153
Free Cash Flow	955	924	(31)

➔ **Solid Free Cash Flow** while **substantially increasing strategic investments**

(1) Ageing stocks and wine inventories



Cash flow statement (2/2)

Solid Free Cash Flow of € 924 m

Self-Financing Capacity

- ✓ increase in line with PRO growth

Non-financial capital expenditures and strategic stocks

- ✓ increase in capex of € 35 m to € 294 m: extension of distillation and storage capacity, especially for whiskies
- ✓ acceleration of the increase in strategic inventories (+ € 266 m vs. + € 157 m in 2011/12) to support future growth of Martell, whiskies and champagnes

Operating WCR

- ✓ stable WCR⁽¹⁾ in days of sales (21 days), a controlled increase of € 28 m
- ✓ operating WCR have decreased in 2011/12 thanks to optimisation initiatives

Other items

- ✓ increase in cash financial expenses, in line with the increase in accounting financial expenses
- ✓ increase in cash tax, given the increase in both profits and the tax rate => unfavourable impact of new fiscal measures in France (approximately € 16 m)
- ✓ significant decline in cash out tied to non-recurring items

(1) Gross WCR: excluding strategic inventories and impact of factoring/securitisation programmes

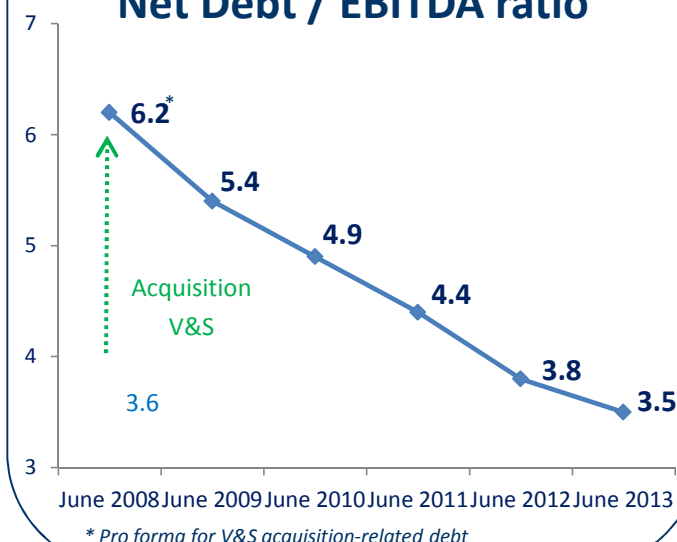


On-going debt reduction

Change in Net Debt / EBITDA ratio

	Closing rate	Average rate
EUR/USD rate: 11/12 → 12/13	1.26 → 1.31	1.34 → 1.29
Ratio at 30/06/2012	3.9	3.8
EBITDA & cash generation excl. Group structure effect and forex impact	(0.4)	(0.4)
Group structure effect	0.0	0.1
Forex impact	0.1	
Ratio at 30/06/2013	3.5	3.5⁽¹⁾

Change in the Net Debt / EBITDA ratio



- ➔ Continued reduction in the Net Debt / EBITDA ratio to 3.5⁽¹⁾ despite weakening currencies of certain emerging markets



Corporate income tax

(€ millions)	FY 11/12	FY 12/13
Corporate income tax on recurring operations	(377)	(430)
<i>Rate</i>	23.5%	25.2%

- ➔ Increase in the effective income tax rate on recurring items to 25.2% primarily due to new tax reforms, particularly in France (impact: € 25 m)

Group share of net profit from recurring operations

(€ millions)	FY 11/12	FY 12/13	Δ
Profit from recurring operations	2,114	2,230	+6%
Financial income (expense) from recurring operations	(509)	(527)	+3%
Income tax on recurring operations	(377)	(430)	+14%
Minority interests and other	(27)	(19)	-31%
Group share of net profit from recurring operations	1,201	1,255	+5%

➔ Sustained growth of **Group share of net profit from recurring operations (+5%)**, primarily driven by the good operating performance



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Non-recurring items

(€ millions)	FY 12/13
Restructuring costs	(46)
Other non-recurring income and expenses <i>(impairment of assets⁽¹⁾, disputes and risks, etc.)</i>	(78)
Other operating income and expenses	(124)
Net non-recurring financial expense <i>(foreign exchange losses, etc.)</i>	(12)
Non-recurring financial items	(12)
Corporate income tax on non-recurring items <i>(technical items mainly related to the discounting of deferred tax rates)</i>	71
Corporate income tax on non-recurring items	71

(1) Including Brancott Estate for € 64 m




Group share of net profit

(€ millions)	FY 11/12	FY 12/13	Δ
Profit from recurring operations	2,114	2,230	+6%
Other operating income and expenses	(145)	(124)	
Operating profit	1,969	2,106	+7%
Financial income (expense) from recurring operations	(509)	(527)	
Non-recurring financial items	(39)	(12)	
Corporate income tax	(247)	(359)	
Minority interests and other	(27)	(19)	
Group share of net profit	1,146	1,189	+4%

Dividend: €1.64 / share

€	09/10	10/11	11/12	12/13 ⁽¹⁾
Proposed dividend	1.34	1.44	1.58	1.64



+4%

- ➔ A dividend of **€ 1.64 (+4%)** is proposed in respect of the 2012/13 financial year, in line with the customary policy of cash distribution of approximately 1/3 of net profit from recurring operations

(1) The 12/13 dividend will be submitted for approval by the Annual General Meeting of 6 November 2013



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Conclusion

Solid performance in 2012/13 in a less favourable macro-economic environment

Sustained sales growth
driven by the Top 14 (+5%⁽¹⁾)

Sales:
+4%⁽¹⁾

Growth in
profit from recurring operations
in line with guidance

PRO: +6%⁽¹⁾

Continued increase in operating margin

PRO / Sales:
+42 bps⁽¹⁾

Continued rapid debt reduction whilst
increasing strategic investments to
promote long-term growth

Decrease in
net debt:
€ 635 m



Perspectives 2013/14

➔ **For FY 2013/14, the macroeconomic outlook is likely to be as follows:**

- global economic growth generally comparable⁽¹⁾ to that of FY 2012/13
- emerging⁽²⁾ markets in sustained growth albeit to a lesser extent and with trends that differ per country
- ongoing good growth in the United States
- continued difficulties in Western Europe but with initial signs of improvement

➔ **In this context, Pernod Ricard's global and balanced exposure is an asset with which to seize growth opportunities**

➔ **Pernod Ricard therefore remains confident in its ability to pursue its growth**

N.B.: In line with its standard practice, Pernod Ricard will communicate earnings guidance for the current financial year as part of its Q1 2013/14 sales communication on 24 October 2013

Next communications

DATE	EVENT
Thursday 24 October 2013	Q1 2013/14 sales
Wednesday 6 November 2013	2012/13 Annual General Meeting
Tuesday 10 December 2013	Americas conference call
Tuesday 28 January 2014	Innovation Day



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Emerging markets

Asia-Rest of World		Americas	Europe
Algeria	Madagascar	Argentina	Albania
Angola	Malaysia	Bolivia	Armenia
Cambodia	Morocco	Brazil	Azerbaijan
Cameroon	Mozambique	Caribbean	Belarus
China	Nigeria	Chile	Bosnia
Congo	Persian Gulf	Colombia	Bulgaria
Egypt	Philippines	Costa Rica	Croatia
Ethiopia	Senegal	Cuba	Georgia
Gabon	South Africa	Dominican Republic	Hungary
Ghana	Sri Lanka	Ecuador	Kazakhstan
India	Syria	Guatemala	Kosovo
Indonesia	Tanzania	Honduras	Latvia
Iraq	Thailand	Mexico	Lithuania
Ivory Coast	Tunisia	Panama	Macedonia
Jordan	Turkey	Paraguay	Moldova
Kenya	Uganda	Peru	Montenegro
Laos	Vietnam	Puerto Rico	Poland
Lebanon		Uruguay	Romania
		Venezuela	Russia
			Ukraine



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Strategic Brands' Organic Growth

	Volumes FY 2012/13 (million 9-litre cases)	Net Sales organic growth	Volume growth	Price/mix
Absolut *	11.6	5%	2%	3%
Chivas Regal	4.9	5%	0%	5%
Ballantine's	5.9	-6%	-4%	-2%
Ricard	4.6	-9%	-11%	2%
Jameson *	4.3	17%	10%	6%
Havana Club *	3.9	3%	2%	0%
Malibu	3.7	-1%	-1%	0%
Beefeater *	2.6	5%	3%	2%
Kahlua	1.6	-1%	-4%	3%
Martell *	2.0	15%	5%	10%
The Glenlivet *	1.0	22%	18%	5%
Mumm	0.6	-4%	-5%	1%
Perrier-Jouët *	0.2	7%	1%	6%
Royal Salute	0.2	-4%	-6%	2%
Top 14	47.3	5%	0%	5%
Jacob's Creek	6.6	1%	-3%	4%
Brancott Estate *	1.9	3%	3%	0%
Campo Viejo *	1.9	10%	10%	0%
Graffigna	0.3	-5%	-15%	10%
Priority Premium Wines	10.7	2%	-1%	3%

** All-time record volume*



Sales Analysis by Period and Region

Net Sales (€ millions)	FY 2011/12		FY 2012/13		Change		Organic Growth		Group Structure		Forex impact	
France	746	9.1%	695	8.1%	(51)	-7%	(51)	-7%	(0)	0%	0	0%
Europe excl. France	2,137	26.0%	2,132	24.9%	(5)	0%	8	0%	(26)	-1%	12	1%
Americas	2,167	26.4%	2,316	27.0%	149	7%	142	7%	(30)	-1%	37	2%
Asia / Rest of the World	3,165	38.5%	3,431	40.0%	267	8%	220	7%	(14)	0%	60	2%
World	8,215	100.0%	8,575	100.0%	359	4%	319	4%	(70)	-1%	110	1%

Net Sales (€ millions)	Q4 2011/12		Q4 2012/13		Change		Organic Growth		Group Structure		Forex impact	
France	152	8.0%	177	9.2%	25	17%	25	17%	(0)	0%	0	0%
Europe excl. France	481	25.3%	470	24.4%	(11)	-2%	9	2%	(13)	-3%	(7)	-1%
Americas	578	30.4%	609	31.6%	31	5%	51	9%	(0)	0%	(20)	-3%
Asia / Rest of the World	690	36.3%	670	34.8%	(21)	-3%	14	2%	(5)	-1%	(30)	-4%
World	1,901	100.0%	1,925	100.0%	24	1%	99	5%	(18)	-1%	(57)	-3%

Net Sales (€ millions)	HY2 2011/12		HY2 2012/13		Change		Organic Growth		Group Structure		Forex impact	
France	229	6.4%	321	8.8%	92	40%	92	40%	(0)	0%	0	0%
Europe excl. France	905	25.1%	887	24.2%	(19)	-2%	15	2%	(22)	-2%	(11)	-1%
Americas	1,001	27.8%	1,034	28.2%	33	3%	70	7%	1	0%	(38)	-4%
Asia / Rest of the World	1,466	40.7%	1,426	38.9%	(40)	-3%	27	2%	(9)	-1%	(57)	-4%
World	3,602	100.0%	3,668	100.0%	66	2%	203	6%	(30)	-1%	(106)	-3%

Summary Consolidated Income Statement

(€ millions)	30/06/2012	30/06/2013	Variation
Net sales	8,215	8,575	4%
Gross Margin after logistics costs	5,047	5,351	6%
A&P expenditure	(1,571)	(1,644)	5%
Contribution after A&P expenditure	3,476	3,707	7%
Structure costs	(1,362)	(1,477)	8%
Profit from recurring operations	2,114	2,230	6%
Financial income/(expense) from recurring operations	(509)	(527)	3%
Corporate income tax on items from recurring operations	(377)	(430)	14%
Net profit from discontinued operations, minority interests and share of net income from associates	(27)	(19)	-31%
Group share of net profit from recurring operations	1,201	1,255	5%
Other operating income & expenses	(145)	(124)	-15%
Non-recurring financial items	(39)	(12)	-68%
Corporate income tax on items from non recurring operations	130	71	-45%
Group share of net profit	1,146	1,189	4%
Minority interests	27	19	-30%
Net profit	1,174	1,208	3%



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Profit from Recurring Operations by Region (1/3)

World

(€ millions)	FY 2011/12		FY 2012/13		Variation		Organic Growth		Group Structure		Forex impact	
Net sales (Excl. T&D)	8,215	100.0%	8,575	100.0%	359	4%	319	4%	(70)	-1%	110	1%
Gross margin after logistics costs	5,047	61.4%	5,351	62.4%	305	6%	263	5%	(20)	0%	61	1%
Advertising & promotion	(1,571)	19.1%	(1,644)	19.2%	(73)	5%	(47)	3%	1	0%	(28)	2%
Contribution after A&P	3,476	42.3%	3,707	43.2%	231	7%	216	6%	(18)	-1%	33	1%
Profit from recurring operations	2,114	25.7%	2,230	26.0%	117	6%	118	6%	(20)	-1%	19	1%

Asia/Rest of World

(€ millions)	FY 2011/12		FY 2012/13		Variation		Organic Growth		Group Structure		Forex impact	
Net sales (Excl. T&D)	3,165	100.0%	3,431	100.0%	267	8%	220	7%	(14)	0%	60	2%
Gross margin after logistics costs	1,898	60.0%	2,120	61.8%	222	12%	184	10%	(4)	0%	42	2%
Advertising & promotion	(625)	19.8%	(663)	19.3%	(37)	6%	(20)	3%	1	0%	(17)	3%
Contribution after A&P	1,272	40.2%	1,457	42.5%	185	15%	164	13%	(4)	0%	25	2%
Profit from recurring operations	880	27.8%	1,016	29.6%	136	15%	119	14%	(4)	0%	20	2%



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Profit from Recurring Operations by Region (2/3)

Americas

(€ millions)	FY 2011/12		FY 2012/13		Variation		Organic Growth		Group Structure		Forex impact	
Net sales (Excl. T&D)	2,167	100.0%	2,316	100.0%	149	7%	142	7%	(30)	-1%	37	2%
Gross margin after logistics costs	1,362	62.9%	1,490	64.3%	128	9%	109	8%	(5)	0%	24	2%
Advertising & promotion	(405)	18.7%	(454)	19.6%	(49)	12%	(41)	10%	(0)	0%	(8)	2%
Contribution after A&P	958	44.2%	1,036	44.7%	79	8%	68	7%	(5)	-1%	16	2%
Profit from recurring operations	582	26.9%	607	26.2%	25	4%	24	4%	(7)	-1%	8	1%

Europe excluding France

(€ millions)	FY 2011/12		FY 2012/13		Variation		Organic Growth		Group Structure		Forex impact	
Net sales (Excl. T&D)	2,137	100.0%	2,132	100.0%	(5)	0%	8	0%	(26)	-1%	12	1%
Gross margin after logistics costs	1,245	58.3%	1,251	58.7%	6	0%	16	1%	(11)	-1%	0	0%
Advertising & promotion	(347)	16.3%	(354)	16.6%	(6)	2%	(5)	1%	1	0%	(2)	1%
Contribution after A&P	898	42.0%	897	42.1%	(1)	0%	12	1%	(10)	-1%	(2)	0%
Profit from recurring operations	470	22.0%	459	21.5%	(12)	-2%	3	1%	(10)	-2%	(4)	-1%



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Profit from Recurring Operations by Region (3/3)

France

(€ millions)	FY 2011/12		FY 2012/13		Variation		Organic Growth		Group Structure		Forex impact	
Net sales (Excl. T&D)	746	100.0%	695	100.0%	(51)	-7%	(51)	-7%	(0)	0%	0	0%
Gross margin after logistics costs	541	72.5%	490	70.5%	(51)	-10%	(47)	-9%	(0)	0%	(5)	-1%
Advertising & promotion	(193)	25.9%	(174)	25.0%	19	-10%	20	-10%	0	0%	(0)	0%
Contribution after A&P	348	46.6%	316	45.5%	(32)	-9%	(27)	-8%	(0)	0%	(5)	-1%
Profit from recurring operations	181	24.3%	149	21.4%	(33)	-18%	(28)	-15%	(0)	0%	(5)	-3%

Foreign Exchange Effect

Forex impact FY 2012/13 (€ millions)		Average rates evolution			On Net Sales	On Profit from Recurring Operations
		2011/12	2012/13	%		
US dollar	USD	1.34	1.29	-3.3%	63	39
Chinese renminbi	CNY	8.50	8.08	-5.0%	50	35
Korean won	KRW	1.51	1.43	-5.0%	14	8
Japanese yen	JPY	105.19	113.62	8.0%	(11)	(5)
Pound sterling	GBP	0.85	0.83	-2.3%	9	(10)
Indian rupee	INR	67.10	70.97	5.8%	(31)	(13)
Swedish krone	SEK	9.00	8.53	-5.2%	4	(13)
Currency translation variance/FX hedging						(21)
Other currencies					12	(2)
Total					110	19

Sensitivity of profit and debt to EUR/USD exchange rate

Estimated impact of a **1% strengthening of the USD** and linked currencies⁽¹⁾

Impact on the P&L ⁽²⁾	€ m
Profit from recurring operations	+19
Financial expenses	(3)
Pre-tax profit from recurring operations	+17

&

Impact on the balance sheet	€ m
Increase/(decrease) of net debt	+50

Group Structure Effect

Group structure YTD June 2012/13 (€ millions)	On Net Sales	On Profit from Recurring Operations
Scandinavian activities	(26)	(10)
Canadian activities	(10)	(3)
Australian activities	(11)	(3)
Other	(24)	(4)
Total Group Structure	(70)	(20)

Balance Sheet (1/2)

Assets (€ millions)	30/06/2012	30/06/2013
(Net book value)		
Non-current assets		
Intangible assets and goodwill	17,360	16,753
Tangible assets and other assets	2,477	2,507
Deferred tax assets	1,965	1,721
Total non-current assets	21,802	20,981
Current assets		
Inventories	4,295	4,484
<i>of which aged work-in-progress</i>	<i>3,431</i>	<i>3,617</i>
<i>of which non-aged work-in-progress</i>	<i>64</i>	<i>69</i>
Receivables (*)	1,197	1,159
<i>Trade receivables</i>	<i>1,102</i>	<i>1,090</i>
<i>Other trade receivables</i>	<i>96</i>	<i>69</i>
Other current assets	179	209
<i>Other current assets</i>	<i>172</i>	<i>203</i>
<i>Tangible/intangible current assets</i>	<i>7</i>	<i>6</i>
Tax receivable	29	27
Cash and cash equivalents	821	620
Total current assets	6,522	6,499
Assets held for sale	52	8
Total assets	28,375	27,488

(*) after disposals of receivables of:

500	505
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Balance Sheet (2/2)

Liabilities and shareholders' equity (€ millions)	30/06/2012	30/06/2013
Shareholders' equity	10,803	11,183
Minority interests	169	168
of which profit attributable to minority interests	27	19
Shareholders' equity – attributable to equity holders of the parent	10,972	11,351
Non-current provisions and deferred tax liabilities	4,134	3,855
Bonds	8,044	6,949
Non-current financial liabilities and derivative instruments	1,511	915
Total non-current liabilities	13,689	11,719
Current provisions	178	163
Operating payables	1,526	1,546
Other operating payables	896	924
<i>which other operating payables</i>	<i>635</i>	<i>635</i>
<i>Tangible/intangible current payables</i>	<i>261</i>	<i>288</i>
Tax payable	129	127
Bonds	153	1,001
Current financial liabilities and derivatives	824	656
Total current liabilities	3,707	4,418
Liabilities held for sale	7	0
Total current liabilities	28,375	27,488

Analysis of Working Capital Requirement

(€ millions)	June 2011	June 2012	June 2013	FY 2011/12 WC change*	FY 2012/13 WC change*
Aged work in progress	3,090	3,431	3,617	157	263
Advances to suppliers for wine and ageing spirits	10	7	6	(0)	(0)
Payables on wine and ageing spirits	128	90	91	0	12
Net aged work in progress	2,971	3,348	3,532	157	250
Trade receivables before factoring/securitization	1,793	1,602	1,595	82	70
Advances from customers	6	4	12	(2)	8
Other receivables	(51)	260	266	(1)	17
Other inventories	724	801	799	45	33
Non-aged work in progress	61	64	69	2	8
Trade payables and other	1,741	2,061	2,079	182	94
Gross Operating working capital	781	662	638	(51)	26
Factoring/Securitization impact	425	500	505	51	22
Net Operating Working Capital	356	162	133	(102)	4
Net Working Capital	3,327	3,510	3,665	55	255

* Without FX effects and reclassifications

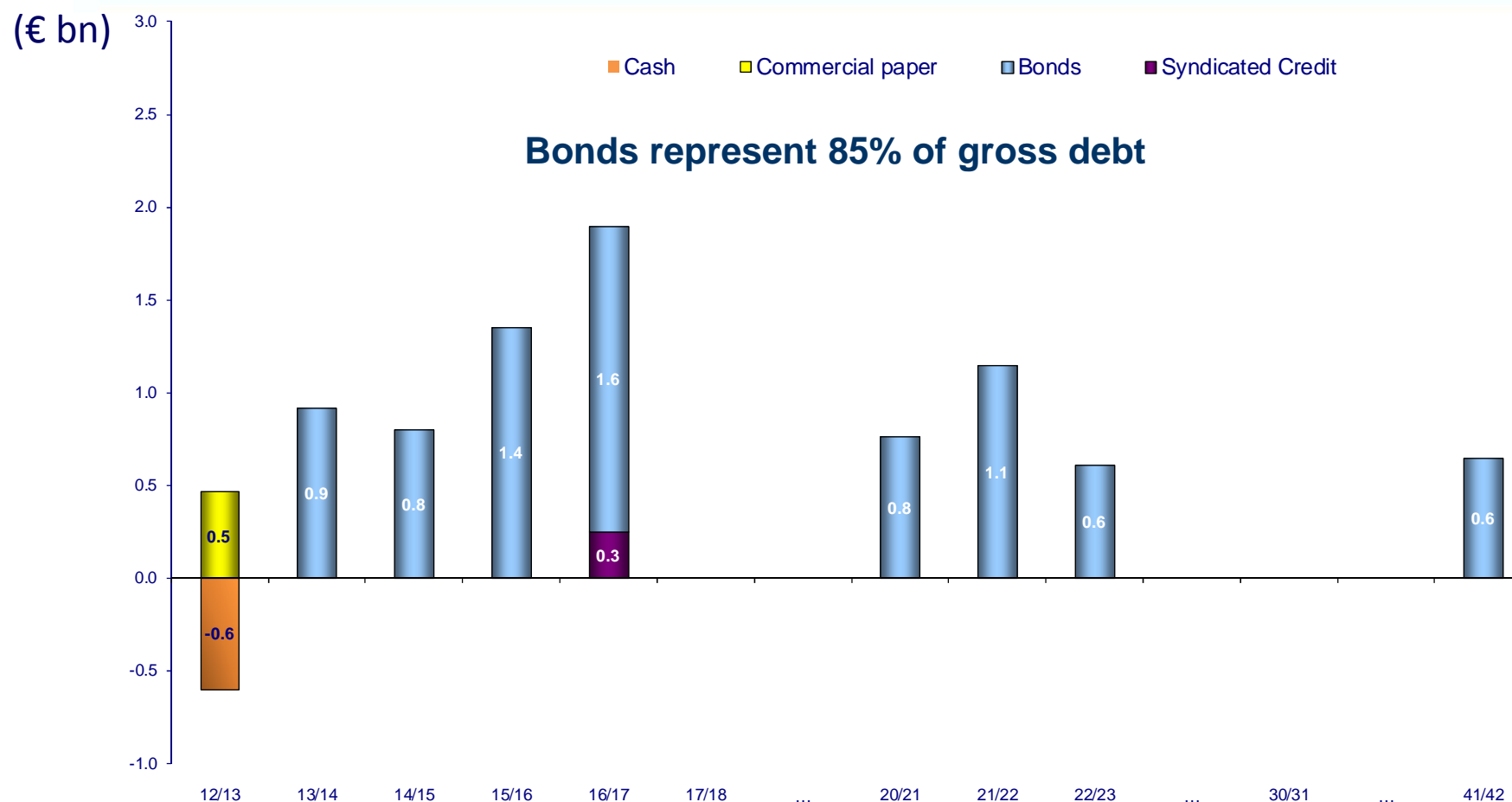
Of which recurring variation	94	294
Of which non recurring variation	(39)	(39)

Change in Net Debt

(€ millions)	30/06/2012	30/06/2013
Self-financing capacity	2,064	2,323
Decrease (increase) in working capital requirements	(55)	(255)
Financial result and tax cash	(803)	(903)
Net acquisitions of non financial assets	(251)	(241)
Free Cash Flow	955	924
Disposals/acquisitions assets and others	(176)	(10)
Change in Group structure	-	(8)
Dividends and others	(395)	(432)
Decrease (increase) in net debt (before currency translation adjustments)	385	474
Foreign currency translation adjustment	(710)	161
Decrease (increase) in net debt (after currency translation adjustments)	(325)	635
Initial debt	(9,038)	(9,363)
Final debt	(9,363)	(8,727)



Debt Maturity at 30 June 2013

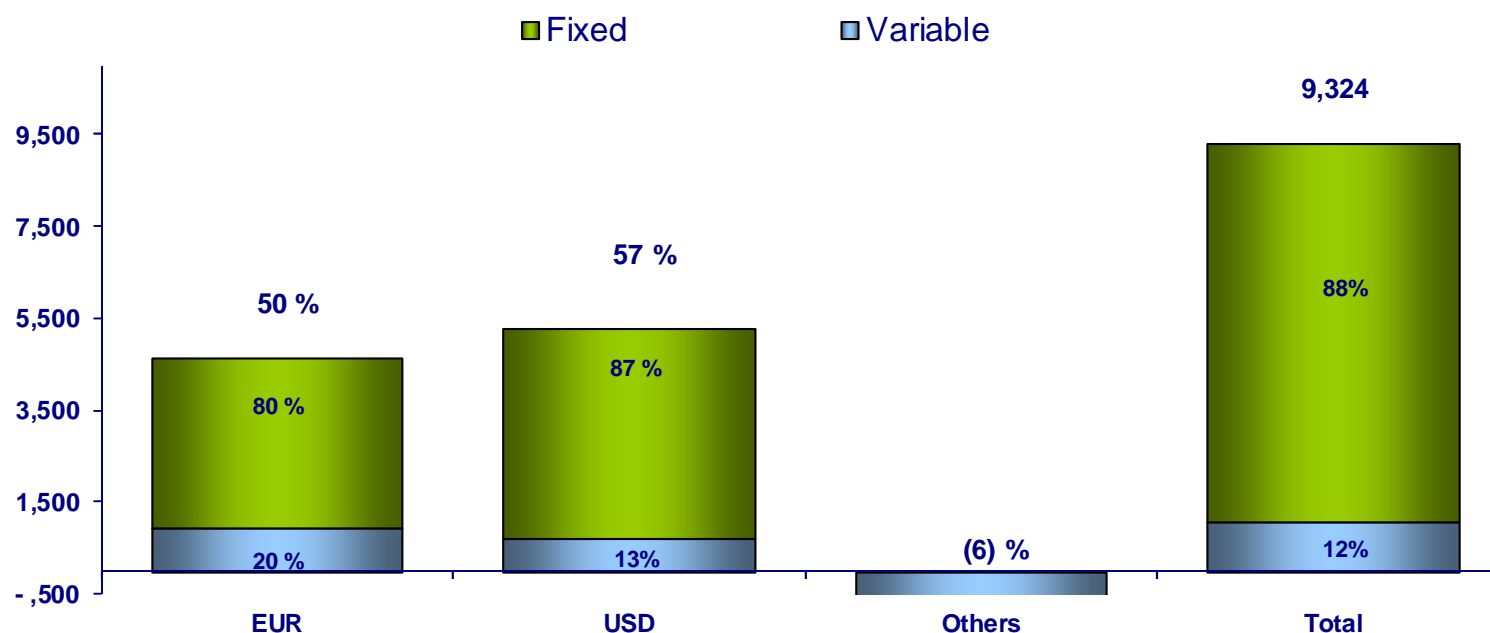


- ➔ Gross debt maturity at end June 2013: 6 years and 5 months
- ➔ Available cash at end June 2013: € 0.6 billion in cash and € 1.7 billion in available credit facilities
- ➔ Bond maturities in 2013/14 (€ 550 m in HY1 and £ 250 m in HY2) are covered by forecast cash flow and confirmed, undrawn credit lines



Gross Debt Hedging at 30 June 2013

(€ millions)



- ➔ Natural debt hedging maintained: EUR/USD breakdown⁽¹⁾ reflecting that of EBITDA
- ➔ Large part of debt still at fixed rates (88%)

(1) After forex hedging



Bond Issuances

Currency	Par value	Coupon	Issue date	Maturity date
EUR	€ 550 m	4.625%	06/12/2006	06/12/2013
	€ 800 m	7.000%	15/06/2009	15/01/2015
	€ 1,200 m	4.875%	18/03/2010	18/03/2016
	€ 1,000 m	5.000%	15/03/2011	15/03/2017
USD	\$ 201 m	Libor 3M + spread	21/12/2010	21/12/2015
	\$ 1,000 m	5.750%	07/04/2011	07/04/2021
	\$ 1,500 m	4.450%	20/10/2011	15/01/2022
	\$ 2,500 m o/w: \$ 850 m at 5 years \$ 800 m at 10.5 years \$ 850 m at 30 years	2.950% at 5 years 4.250% at 10.5 years 5.500% at 30 years	12/01/2012	15/01/2017 15/07/2022 15/01/2042
GBP	£ 250 m	6.625%	12/06/2002	12/06/2014

Earnings per share

(000's)	FY 11/12	FY 12/13
Number of shares in issue at end of period	265,311	265,422
Weighted number of shares in issue (pro rata temporis)	265,048	265,389
Number of treasury shares	(2,109)	(1,999)
Dilutive impact of stock options	2,209	2,963
Number of shares used in diluted EPS calculation	265,148	266,353

(€ millions) and (€/share)	FY 11/12	FY 12/13	Δ
<i>Group share of net profit from recurring operations</i>	1,201	1,255	+5%
Diluted net earnings per share from recurring operations	4.53	4.71	+4%



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