

THE AMERICAS – THE KEY GROWTH ENGINE OF

ABSOLUT VODKA

Capital Market Day, New York, May 23–25, 2011

Philippe Guettat, CEO
The Absolut Company



Pernod Ricard

ABSOLUT
Country of Sweden
VODKA

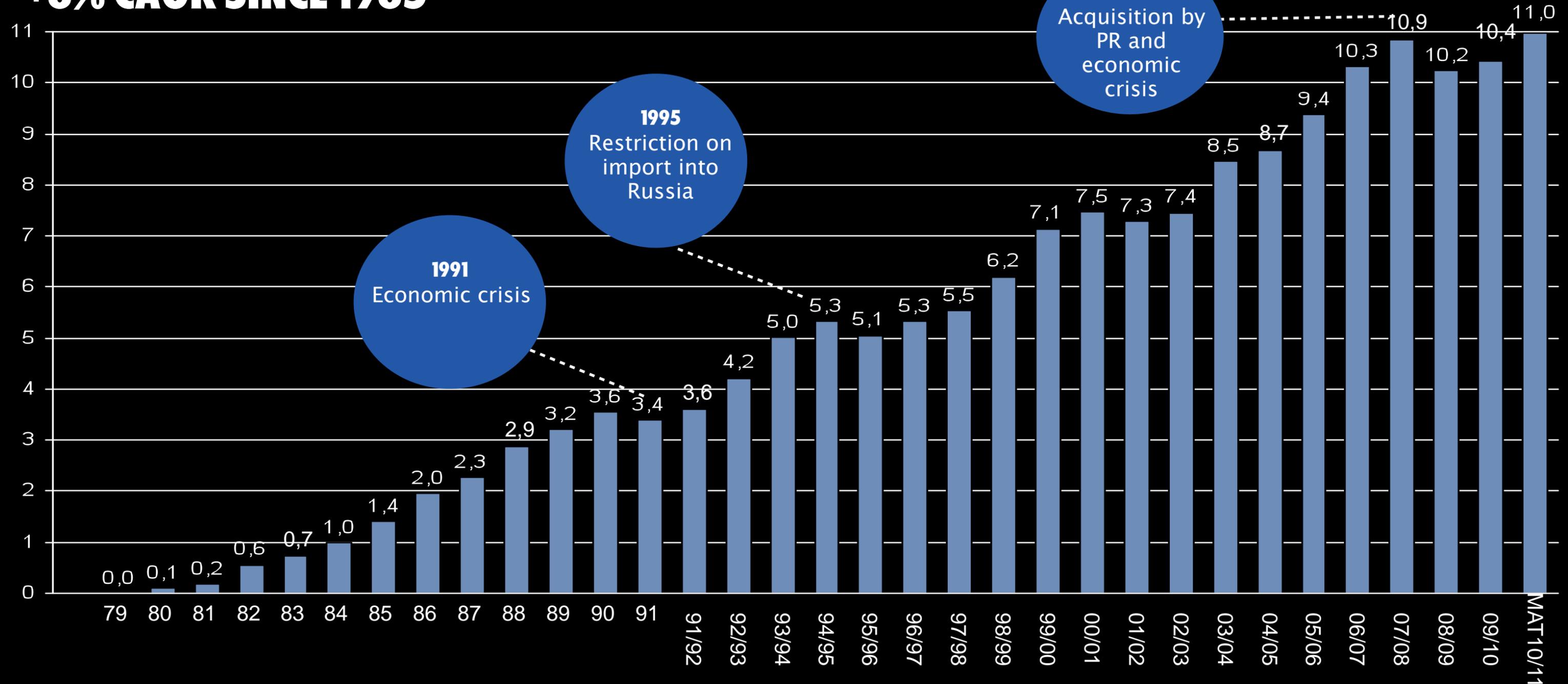
ABSOLUT[®]
Country of Sweden
VODKA

ABSOLUT VODKA BREAKS CONVENTIONS IN 1979



FOLLOWED BY EXCEPTIONAL GROWTH

+8% CAGR SINCE 1985



SOURCE: TAC Shipments 1979-2010, MAT 10/11

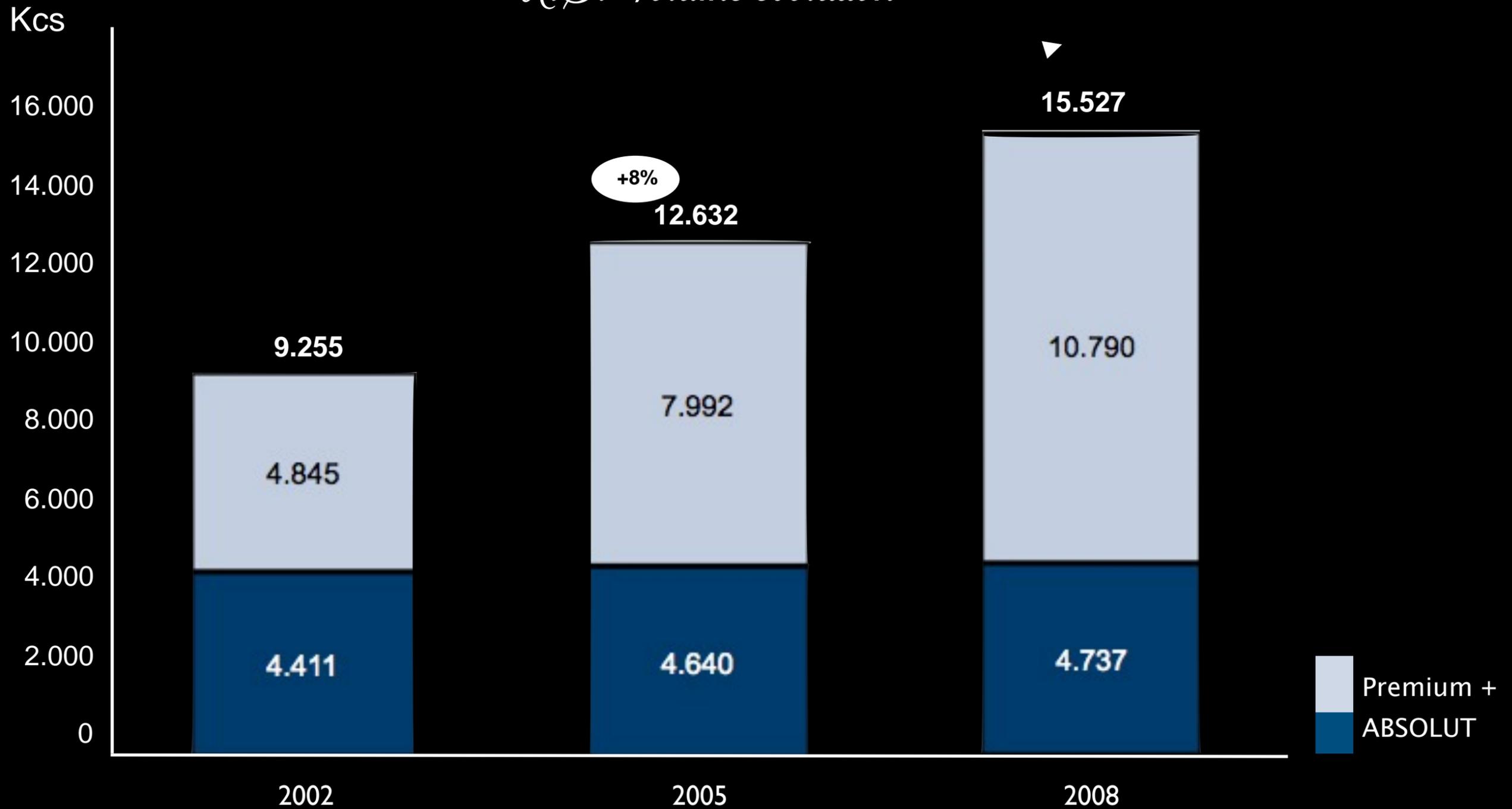
FROM EARLY 2000'S US MARKET BECAME CHALLENGING

Emergence of Super Premium and Standard Segments

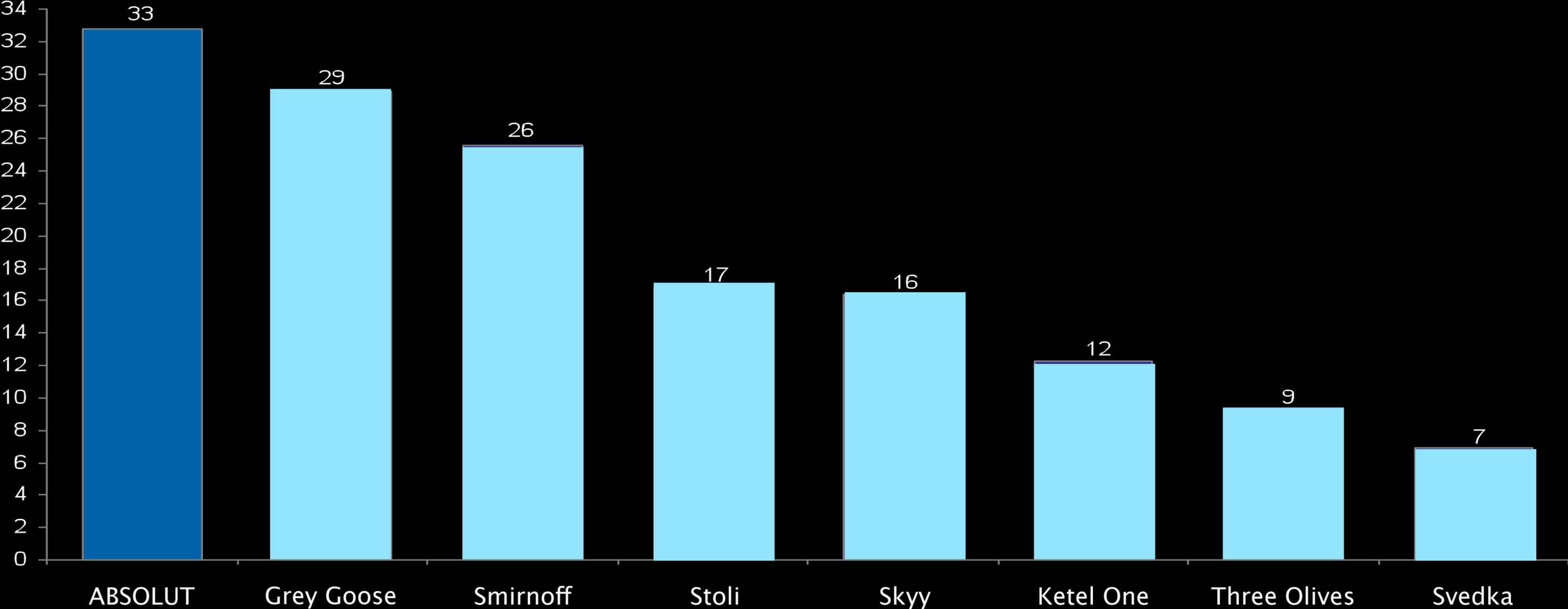


AS MORE COMPETITORS CAPTURED THE GROWTH OF THE US PREMIUM + MARKET

U.S. Volume evolution



IN THE US CONSUMERS ARE STRONGLY ATTACHED TO ABSOLUT



SOURCE: Consumer Survey 2009

WITH TOP RANKED IMAGE ATTRIBUTES

Absolut scores either 1st or 2nd against our competitive set

1ST

Is good for many types of drinks
Has flavored vodkas that I like
Is youthful and fun

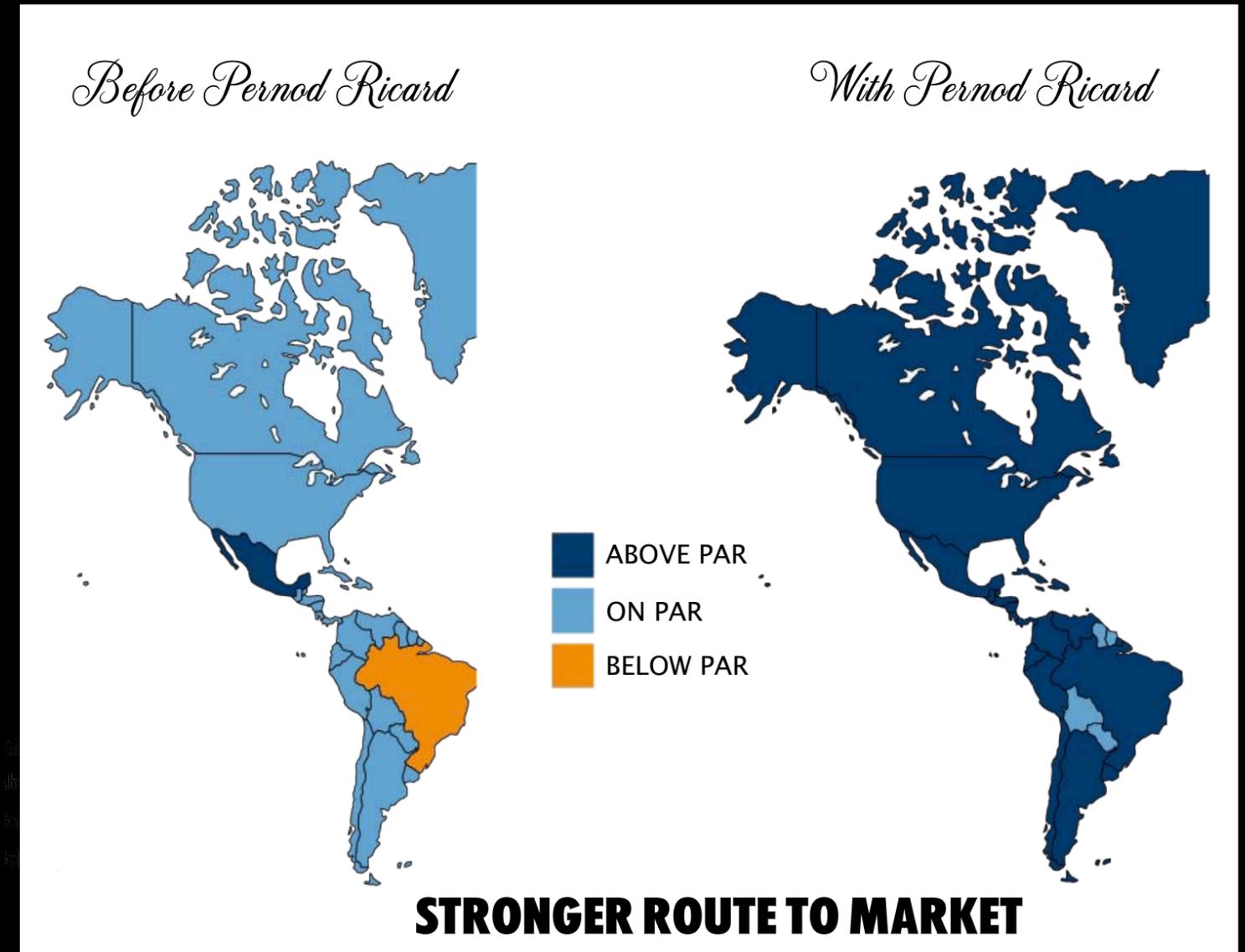
2ND

Makes superior cocktails
Is made with the finest ingredients
Is sophisticated and classy
Is a creative and inspiring brand
Is bold and cutting edge
Is influential in today's pop culture

AND PERNOD RICARD PROVIDES AN EXCELLENT FOUNDATION FOR GROWTH



PERFECT FIT IN PERNOD RICARD PORTFOLIO



NEW US STRATEGY FOCUSED ON "QUALITY AND STYLE" GAMES

ADDRESSING TWO PRIMARY CONSUMER GROUPS...



NEO-YUPPIES
65% of "Quality with authenticity and style" volume



YOUNG MAINSTREAMERS
17% of "Quality with authenticity and style" volume

...IN FOUR SPECIFIC OCCASIONS



ENTERTAINING AT HOME
(off-premise)



EVERYDAY AT HOME
(off-premise)



BIG NIGHT OUT
(on-premise)



DATE NIGHT/SPECIAL OCCASION
(on-premise)

A CLEAR STRATEGY TO WIN IN "QUALITY AND STYLE" GAMES

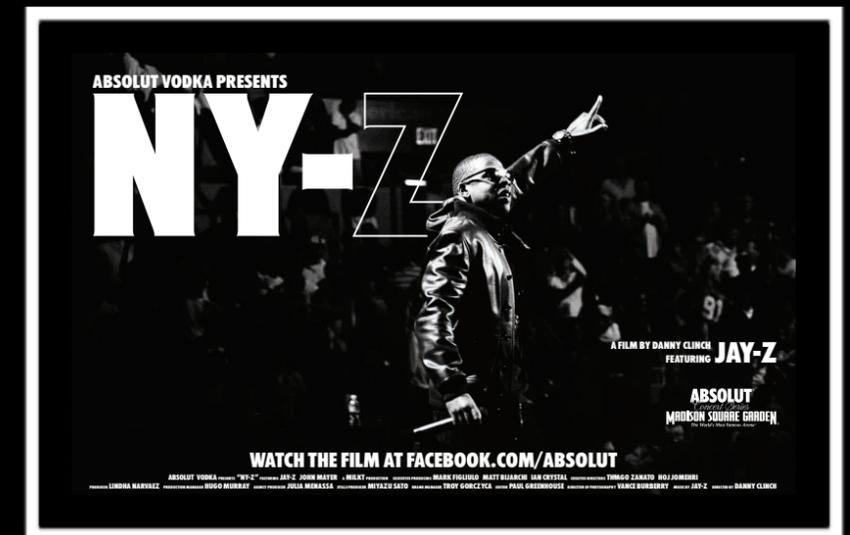
Anchored in four key pillars

A NEW BREAKTHROUGH
COMMUNICATION STRATEGY

AN OPTIMIZED PRICING
POLICY

STRATEGIC INNOVATION TO WIN
IN A HIGHLY FRAGMENTED MARKET

WITH AN EXTRA FOCUS ON
NEW YORK



BREAKTHROUGH COMMUNICATION STRATEGY

Cocktails Perfected



ABSOLUT BLOODY

Cocktails Perfected

a Vision from

KATE BECKINSALE & ELLEN VON UNWERTH



ABSOLUT COSMO

Cocktails Perfected

a Vision from

ZOOEY DESCHANEL & ELLEN VON UNWERTH









FACEBOOK.COM/ABSOLUT



ABSOLUT WILD TEA GIMLET
 Pour 2 parts ABSOLUT WILD TEA over ice in a rocks glass. Add 1/2 part fresh lime juice and 1/2 part simple syrup. Stir and garnish with a wheel of lime.

ENJOY WITH ABSOLUT RESPONSIBILITY®
 ABSOLUT WILD TEA AND ABSOLUT WILD TEA GIMLET ARE 40% ALC/VOL (80 PROOF) VODKA. PRODUCT OF SWEDEN. ABSOLUT WILD TEA GIMLET IS IMPORTED BY ABSOLUT SPIRITS CO., NEW YORK, NY.

Introducing
ABSOLUT WILD TEA
Cocktails Perfected

A VISION FROM KAREN O AND WARREN DU PREEZ & NICK THORNTON JONES

FACEBOOK.COM/ABSOLUT

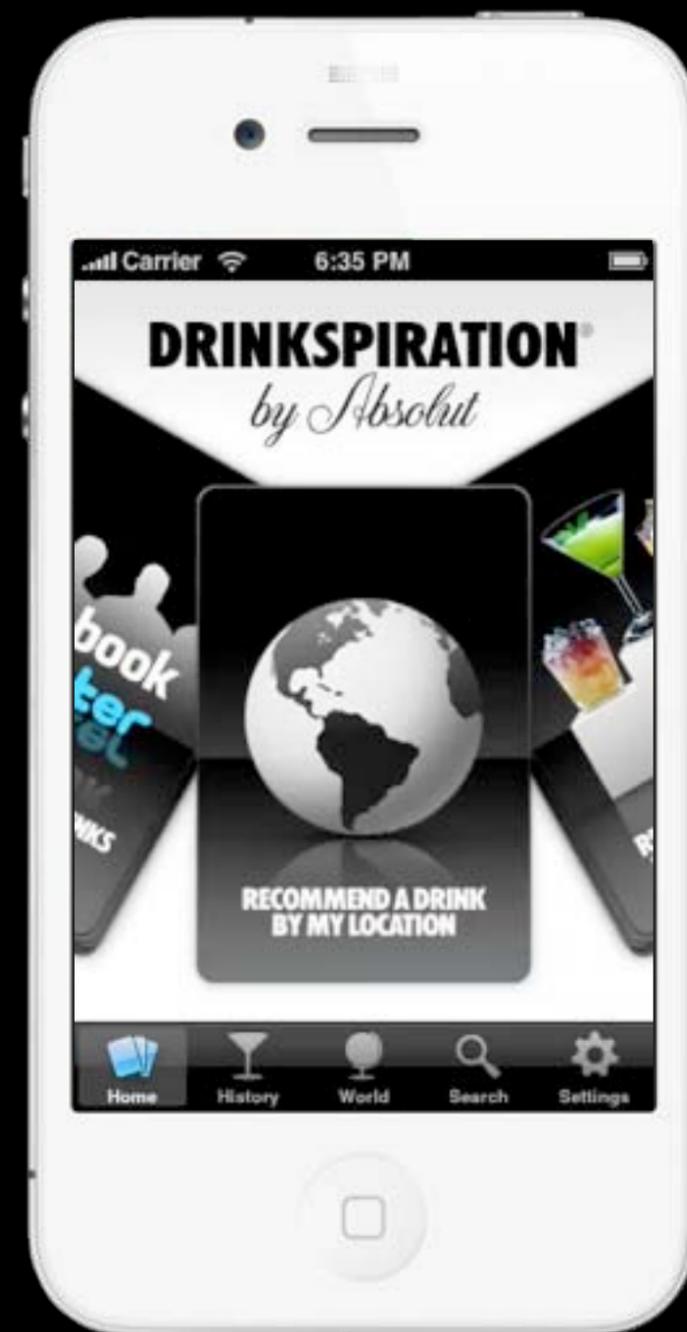


ABSOLUT GINGER SMASH
 In a rocks glass, muddle 2-3 lemon wedges, 4-5 mint leaves and 1/2 part simple syrup. Add 2 parts ABSOLUT ORIENT APPLE and ice. Top with 1 part soda water and stir.

ENJOY WITH ABSOLUT RESPONSIBILITY®
 ABSOLUT ORIENT APPLE AND ABSOLUT GINGER SMASH ARE 40% ALC/VOL (80 PROOF) VODKA. PRODUCT OF SWEDEN. ABSOLUT ORIENT APPLE IS IMPORTED BY ABSOLUT SPIRITS CO., NEW YORK, NY.

Introducing
ABSOLUT ORIENT APPLE
Cocktails Perfected

A VISION FROM JORDANA BREWSTER AND FINLAY MACKAY





ABSOLUT CREATION

A perfectly mixed cocktail starts with a perfectly mixed vodka.
The finest Swedish Winter Wheat. No sugars added. Ideal viscosity for mixing.

Cocktails Perfected

OPTIMIZED PRICING POLICY: TOP OF PREMIUM VODKA

Price Adjustments Installed and Business is Responding

	MAT AVG RSP APRIL-08 (0.75L)	INDEX	MAT AVG RSP APRIL-11 (0.75L)	CAGR 08-11	INDEX
GREY GOOSE	28.53	143	29.20	0.8%	151
KETEL ONE	22.94	115	23.31	0.5%	121
STOLICHNAYA	19.35	97	19.43	0.1%	101
ABSOLUT	19.99	100	19.28	-1.2%	100
SKYY	15.79	79	15.23	-1.2%	79
SMIRNOFF	12.11	61	12.41	0.8%	64

INCREASING PACE OF STRATEGIC INNOVATION

Flavors and Limited Editions



ABSOLUT BERRI AÇAÍ
U.S. LAUNCH: JAN 2010



ABSOLUT BROOKLYN
U.S. LAUNCH: JUNE 2010



ABSOLUT WILD TEA
U.S. LAUNCH: JAN 2011



ABSOLUT ORIENT APPLE
U.S. LAUNCH: JUNE 2011

WITH AN EXTRA FOCUS ON NEW YORK

Take Back New York Integrated Plan



ABSOLUT BROOKLYN

Limited Edition



Limited Edition
ABSOLUT BROOKLYN
A SPIKE LEE COLLABORATION

SEE SPIKE'S FILM AT [FACEBOOK.COM/ABSOLUTBROOKLYN](https://www.facebook.com/absolutbrooklyn)



MADISON SQUARE GARDEN SPONSORSHIP



COLLABORATION WITH JAY-Z

ABSOLUT VODKA PRESENTS

NY-Z



A FILM BY DANNY CLINCH
FEATURING **JAY-Z**

ABSOLUT
Concert Series
MADISON SQUARE GARDEN
The World's Most Famous Arena

WATCH THE FILM AT [FACEBOOK.COM/ABSOLUT](https://www.facebook.com/absolut)

ABSOLUT VODKA PRESENTS "NY-Z" FEATURING JAY-Z JOHN MAYER A MILKT PRODUCTION EXECUTIVE PRODUCERS MARK FIGLIULO MATT BIJARCHI IAN CRYSTAL CREATIVE DIRECTORS THIAGO ZANATO HOJ JOMEHRI
PRODUCER LINDHA NARVAEZ PRODUCTION MANAGER HUGO MURRAY AGENCY PRODUCER JULIA MENASSA STILLS PRODUCER MIYAZU SATO BRAND MANAGER TROY GORCZYCA EDITOR PAUL GREENHOUSE DIRECTOR OF PHOTOGRAPHY VANCE BURBERRY MUSIC BY JAY-Z DIRECTED BY DANNY CLINCH

ABSOLUT BRAND AMBASSADOR PROGRAM



NEW YORK HAS RESPONDED

Results

- Depletions in New York Metro are up 8% YTD vs. last year
- Increases in brand preference and brand drunk most often



AND NATIONAL PERFORMANCE IS SIGNIFICANTLY IMPROVING

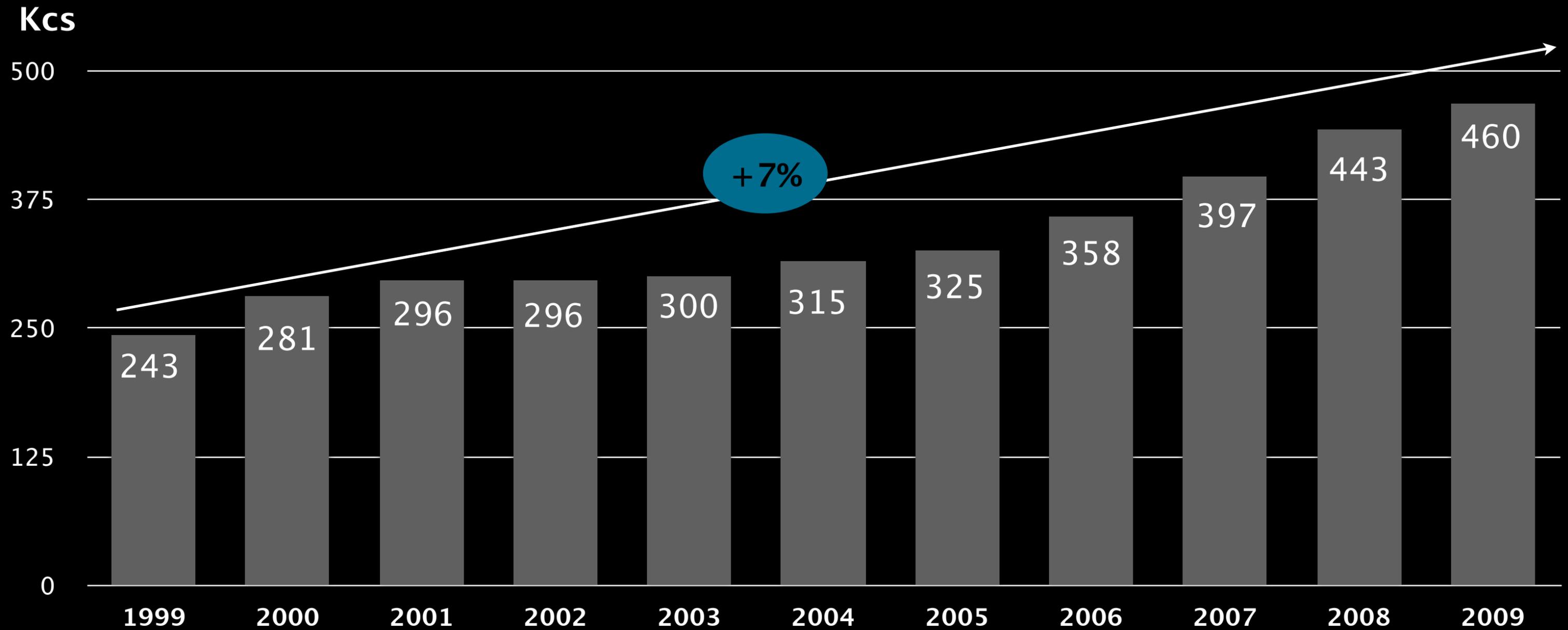
Turnaround Performance in Past 12 Months

- ABSOLUT US depletions up 3% MAT
- Nielsen up 3.9% MAT and NABCA up 6.8% MAT in volume
- Gains in brand preference



POSITIVE MOMENTUM IN CANADA

ABSOLUT HAS OUTPERFORMED THE MARKET



Total Vodka Category 10 Year CAGR +5%

DRIVEN BY A FOCUSED AND CONSISTENT STRATEGY



ABSOLUT GLIMMER

Make the present exceptional

NOW AVAILABLE IN SELECTED STORES AROUND THE WORLD

CONSISTENT COMPELLING COMMUNICATIONS



STRONG ON-PREMISE ACTIVATION



SUPERIOR RETAIL EXECUTION

TEST MARKET FOR ABSOLUT ELYX

A Very Promising Start for our Super Premium Vodka



INTRODUCING A NEW PERSPECTIVE. ABSOLUT ELYX.

LATIN AMERICA
A SOURCE OF VERY DYNAMIC GROWTH

STRONG MARKET DYNAMICS

- Positive economic conditions across the region
- Large consumption of premium spirits, particularly whisk(e)y
- Vodka more versatile in mixed male and female drinking occasions
- Powerful Pernod Ricard distribution network in the region

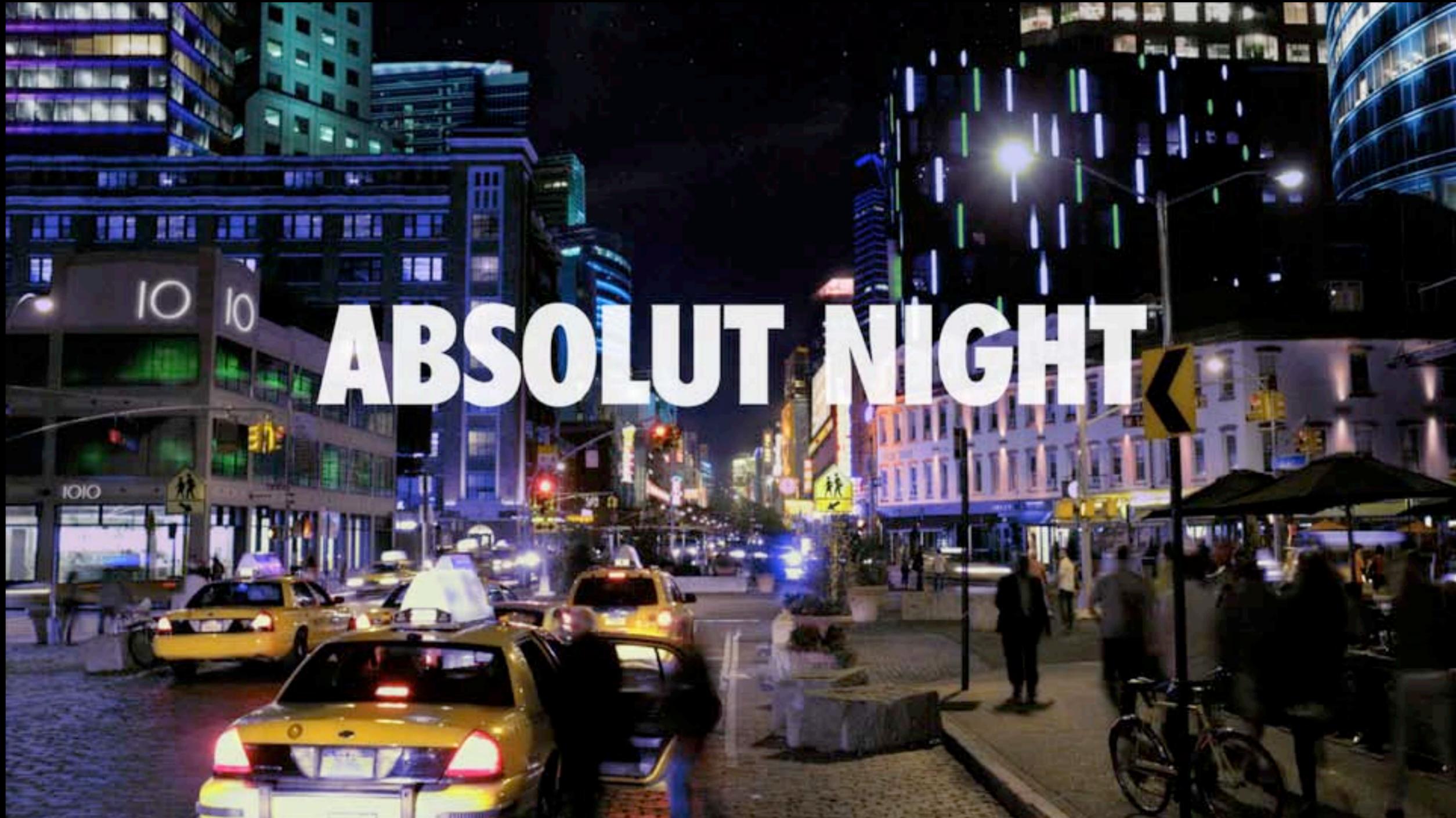


STRATEGY DESIGNED TO ACCELERATE ABSOLUT GROWTH

- Build an even stronger emotional bond with consumers
- Position at Premium Price level
- Invest at proven media levels
- Activate and win in the on-premise
- Design relevant drinks strategy



EXECUTED WITH EXCELLENCE



CUSTOM-MADE ADVERTISING



LOCALLY RELEVANT COLLABORATIONS



LOCALLY RELEVANT COLLABORATIONS



EXCEPTIONAL CONSUMER EXPERIENCE

LEADING TO EXCEPTIONAL GROWTH ACROSS THE REGION



ABSOLUT BLANK

The First Global Campaign Developed for Latin America & Western Europe



**IT ALL STARTS WITH AN
ABSOLUT BLANK**

FINAL CONCLUDING WORDS

After 2 years with Pernod Ricard, ABSOLUT is on track to deliver the plan:

- Return to growth in the US
- Dynamic double digit increase in the rest of the world, spear headed by Latin America

ABSOLUT

Thank You.