

2007/08 1st Quarter Net Sales



30 October 2007



Excellent start to the year
Organic growth: +11.6%

Presentation Structure

- Overall analysis
- Portfolio review
- Growth by region
- Conclusion and outlook

2007/08 1st Quarter Net Sales

➔ Net sales = € 1,557 million, + 6.9%

➔ Net sales organic growth: +11.6%

➔ Vigorous growth of Pernod Ricard key brands

Top 15: Volume +9%, Value +16%*

*organic growth

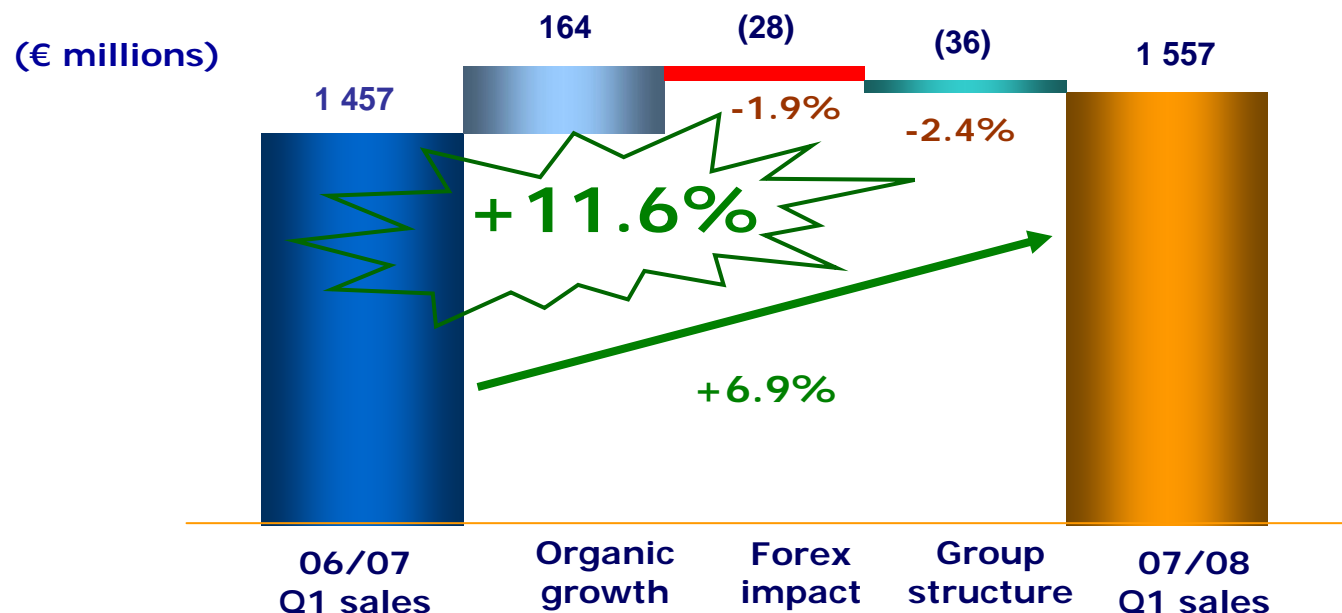
2007/08 1st Quarter Highlights

- ➔ All regions contributed to net sales growth, along with consistent strength in emerging** markets (30% organic growth)
- ➔ Accelerated growth of Top 15 with a favourable spirits/wine mix and strong positive impact of price increases
- ➔ Continuing premiumisation with very strong 23% premium* spirit growth
- ➔ Favourable comparison basis effect: 2006/07 FY Q1 adversely affected by disruptions in certain markets (Russia, Duty Free, etc ...)

* Brands priced \geq Chivas 12 years old or Martell VS

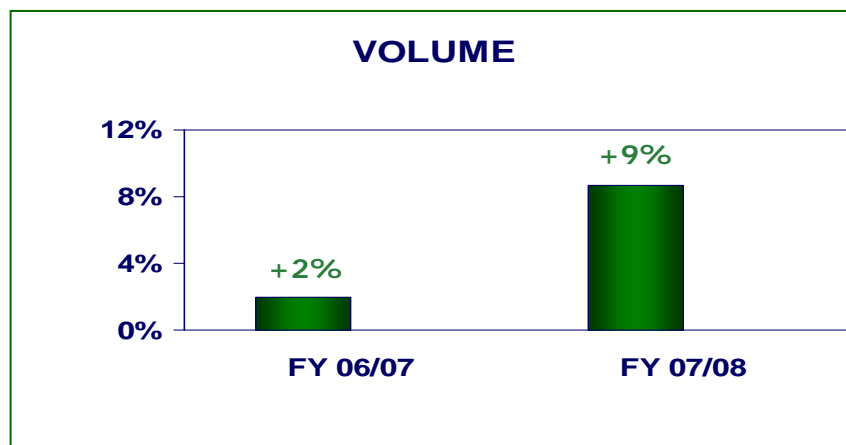
** GNP per capita $<$ 10 000 USD

Very strong organic growth in 1st Quarter

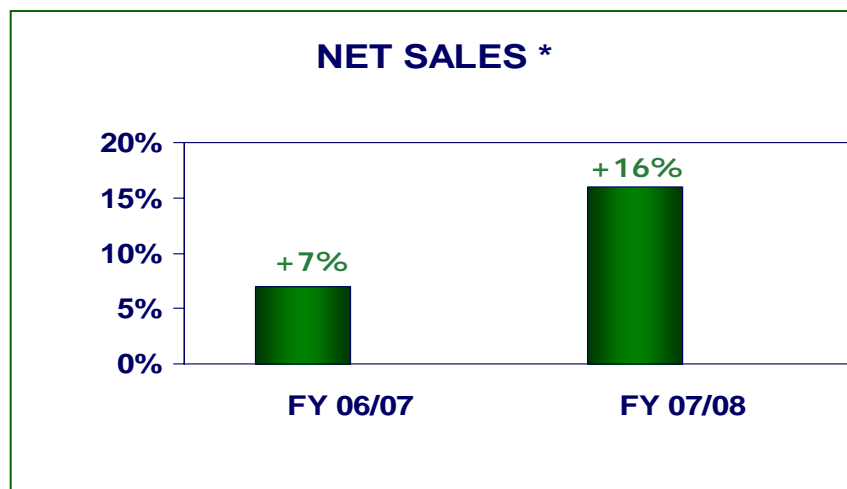


- ➔ Organic growth: +11.6% (spirits +13.4%, wines & wine-based aperitifs +3.3%)
- ➔ Most of forex impact due to loss in value of USD and currencies tied to the USD
- ➔ Group structure impact primarily due to disposal of Rich & Rare (€ 14.6 million), cessation of co-packing on behalf of Fortune Brands (€ 8.3 million) and transfer of Seagram's coolers & smooth's distribution (€ 7.1 million)
(Negative FY impact on Net Sales valued at circa € (110) million and circa € (10) million on operating profit from ordinary activities)

Accelerated growth of Top 15



A very dynamic Top 15, along with favourable comparison basis vs FY 06/07



Sales growth 7% higher than volume growth due to very positive mix and price effects

*organic growth

- ➔ Continuing good overall performance in our markets in spite of the subprime crisis, including strong growth by emerging countries
- ➔ Negative forex impact due to the significant loss in value of the USD compared to European currencies (average USD/€ rate of 1.37 in 2007/08 Q1, compared to 1.27 in 2006/07 Q1)
 - ➔ At current rates, the full-year negative forex impact* on operating profit from ordinary activities may be estimated between € (60) million and € (70) million
- ➔ 50 bp reduction in FED rates on 18 September and stable ECB rate, but pressure on variable rate financing costs (Euribor 3 months rate = 4.6% vs ECB rate = 4%)

* Assuming a stable official Venezuelan bolivar exchange rate

Portfolio Review



TOP 15



Volume: + 9%
Net sales: + 16%*



*organic growth

Portfolio Review



Volume +19% Sales* +19%



→ Americas:

- USA: Depletions +2% vs Nielsen -0.5% (12 year-old Scotch market -3.4%)
- Strong growth in Mexico, Canada and Duty Free markets
- Very strong sales increase in Central and South America due to the preparation of end-of-year sales

→ Asia: Overall brand stability and strong growth by Chivas 18 years old

→ Europe:

- Strong growth in all significant markets: France, Greece, Russia (tax stamps unavailable in 06/07 FY Q1) and Spain (start of Christmas / NewYear promotional deliveries)
- Very strong growth in Duty Free markets, partly enhanced by a comparison basis effect (06/07 FY Q1 adversely affected by anti-terrorist security measures)

Global launch of Chivas 25 years old in NYC on 28 September

*organic growth

Portfolio Review



Volume +20% Sales* +22%



→ Ballantine's Finest:

- Spain: Very good quarter in terms of shipments in a market that remains difficult
- Poland, Central Europe, Russia, Latin America and Africa / Middle East were the main regions driving growth

→ Ballantine's Superior Qualities:

- Strong growth in Asia, primarily due to China, Taiwan and Duty Free
- Strong growth also in Latin America, Africa and the Middle East, from lower starting points

For the first time in its history, Ballantine's has exceeded 6 million cases during the last 12 months!

*organic growth

Portfolio Review



Volume +20% Sales* +39%

→ Implementing focus on Superior Qualities, ...

- Price increases and lower sales for Martell VS
- Double-digit growth for VSOP
- Superior Qualities growing even stronger than VSOP

... overall sales grew twice as fast as volume growth

- Asia: +46% volume growth, solely generated by Superior Qualities (Noblige, Cordon bleu, XO, ...)
- Decline of VS in the USA and low growth in the UK (price increases)



This rate of growth will not be maintained throughout the financial year due to limited inventory levels

*organic growth

Portfolio Review



Volume +18% Sales* +22%

- Double-digit growth in all regions
- Improved mix, along with faster growth by Superior Qualities



Volume +18% Sales* +24%

- Confirmed success in North America, especially in the USA with depletions in Q1 up 23% (Nielsen +35%)
- Very strong double-digit growth in South Africa over the period (brand success further enhanced by sales ahead of price increases)
- Double-digit growth in Europe, particularly due to Eastern Europe and Russia



*organic growth

Portfolio Review



Volume -3% Sales* -1%

- Decline in France over the quarter, following bad weather in the summer, but retail panel data confirms that market share held up well
- Satisfactory growth in Belgium and stable border sales



Volume +10% Sales* +13%

- Strong growth in Asia due to Taiwan and Duty Free
- Continuing growth in the USA: Q1 depletions +8% (Nielsen +6%)
- Europe: Double-digit Duty Free growth from favourable comparison bases
- Very strong growth by Superior Qualities: 15 years old, 18 years old, Nadurra



*organic growth

Portfolio Review



Volume +9% Sales* +13%

- Volume growth accelerated by the launch of Tropical Banana flavour
- Positive impact of price increases
- USA: Q1 depletions = +8% (Nielsen +16%)



Volume +0% Sales* +5%

- USA:
 - Situation remaining difficult, Q1 depletions -10% (Nielsen +2%)
 - Positive impact of the launch of Kahlua Hazelnut and Kahlua French Vanilla
- Satisfactory growth in Europe but decline in shipments to Japan



*organic growth

Portfolio Review

BEEFEATER
LONDON

Volume +4% Sales* +7%

→ Europe:

- Spain: Slight decline in a difficult market
- Strong growth in most markets: UK, Russia, Greece, ...

→ USA: Market remaining difficult, Q1 depletions -5% (Nielsen -4%)

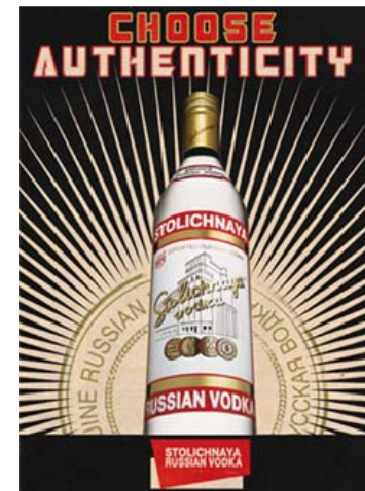


STOLICHNAYA
RUSSIAN VODKA

Volume +3% Sales* +6%



- USA: Slower volume growth, due to price increases, Q1 depletions +1% (Nielsen +5%)
- Very strong growth by Stolichnaya Elit (RSP ≈ USD 60)



*organic growth

Portfolio Review



Volume +7% Sales* +10%

- Success of Jacob's Creek Reserve and successful launch of Jacob's Creek Three Wines
- Growth in the UK and in the USA: Q1 depletions +9% (Nielsen +6%)



Volume -11% Sales* +0%

- Decline in two main markets:
 - UK: Lower volume but stable sales due to price increases and improved mix (Montana Sparkling and Montana Reserve)
 - New Zealand / Australia: Sales decline due to recent price increases
- Very strong growth in the USA: Q1 depletions +24% (Nielsen > +40%)



*organic growth

Portfolio Review



Volume +12% Sales* +19%

- Strong growth in the French market with market share gains in off-trade
- Positive impact of price increases and quality mix (Rosé +51% in France)



Volume -5% Sales* -6%

- Satisfactory growth in the USA and in France
- Lower Belle Époque sales → Recovery expected in Q2
- Decline in the UK related to aggressive price increase policy and in Japan where we took distribution back from Suntory (unfavourable comparison basis)



*organic growth

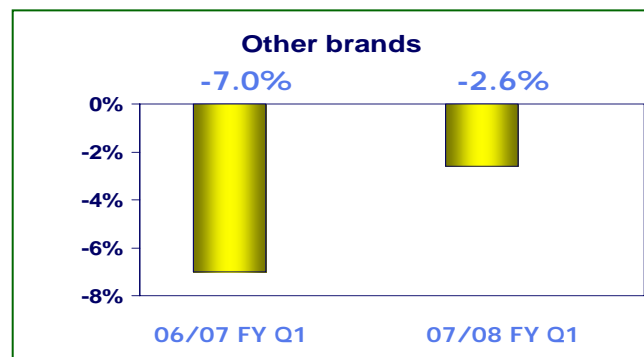
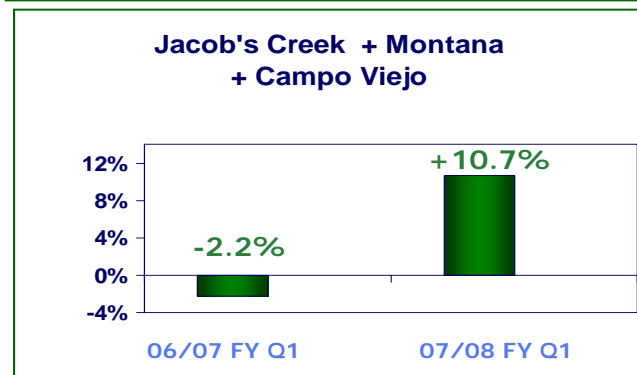
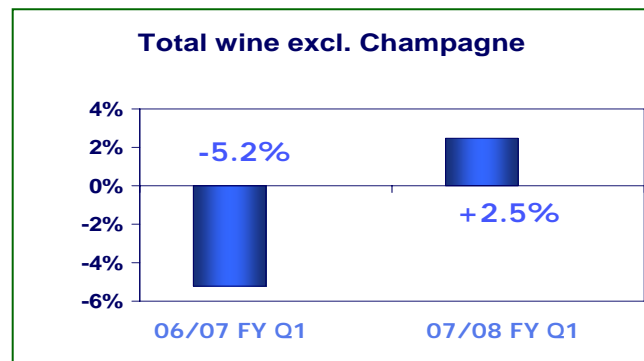
➔ Local brands experiencing very strong growth ...

- Premium and Ultra Premium: Aberlour and Royal Salute
- Standard Premium: Ararat, Ruavieja, Suze, Olmeca, Becherovka, Something Special and Wyborowa
- Standard and “value”: Royal Stag, Passport

➔ ...but also a number of difficult situations

- 100 Pipers in Thailand
- Montilla in Brazil
- Hiram Walker Liqueurs in USA

Wines excluding champagne:



Renewed organic growth and continuing implementation of value strategy



Renewed growth from our wine activity



Excellent performance of our international brand portfolio (Jacob's Creek, Montana, Campo Viejo)



The premiumisation strategy also continued for wines, along with gradual disengagement from secondary brands

Growth in all four regions

Asia – Rest of World

€ millions	Q1 06/07	Q1 07/08	Organic Growth	Forex Impact	Group Structure
Sales	443	498	+13%	-1%	-

→ Asia: Vigorous growth

- Martell and Ballantine's remain the two main contributors to growth
- China (sales + 30%*), India and Duty Free were the main markets experiencing growth
- Slowdown noted in the growth of whisky in China
- Starting from a lower level, most other markets also posted strong double-digit growth: Taiwan, Malaysia, Indonesia, Vietnam, ...
- Thailand's decline slowed down

→ Pacific: Decline in Q1 sales, adversely affected by price increases in July and August

→ Africa & Middle East: Very strong growth

- By Chivas, Jameson and Ballantine's, along with a favourable basis in the Middle East

*organic growth

Americas

€ millions	Q1 06/07	Q1 07/08	Organic Growth	Forex Impact	Group Structure
Sales	405	393	+11%	-6%	-8%

➔ North America: Organic growth +7.1% (spirits +6.8%, wines +9.3%)

US market: Continuing business growth

- Jameson, Malibu, The Glenlivet and Wild Turkey continued to expand rapidly
- Jacob's Creek, Montana, Campo Viejo as well as Perrier Jouët and Mumm Napa continued to experience strong growth
- Chivas sales slightly increased
- Whereas Martell and Mumm sales declined following price increases; Kahlua and Beefeater sales decreased again

Canada and Mexico: Strong growth, especially by Chivas

➔ Central and South America: Very strong 34% organic growth

- Strong growth by Chivas, Ballantine's and Something Special

€ millions	Q1 06/07	Q1 07/08	Organic Growth	Forex Impact	Group Structure
Sales	458	508	+12%	-	-1%

→ Sharp acceleration in Europe

- The 15 strategic brands experienced strong +16%* growth, featuring:
 - ✓ vigorous sales and very strong growth in Central and Eastern Europe...
 - ✓ ... enhanced by favourable comparison basis (tax stamps in Russia in 06/07 FY, security measures in Duty Free in Summer 2006),...
 - ✓ Launch in 07/08 Q1 of Christmas / NewYear promotions (Chivas, Ballantine's)
- Growth also by Campo Viejo in the UK, Ruavieja in Spain, Ararat and Olmeca in Russia and Wyborowa in Poland

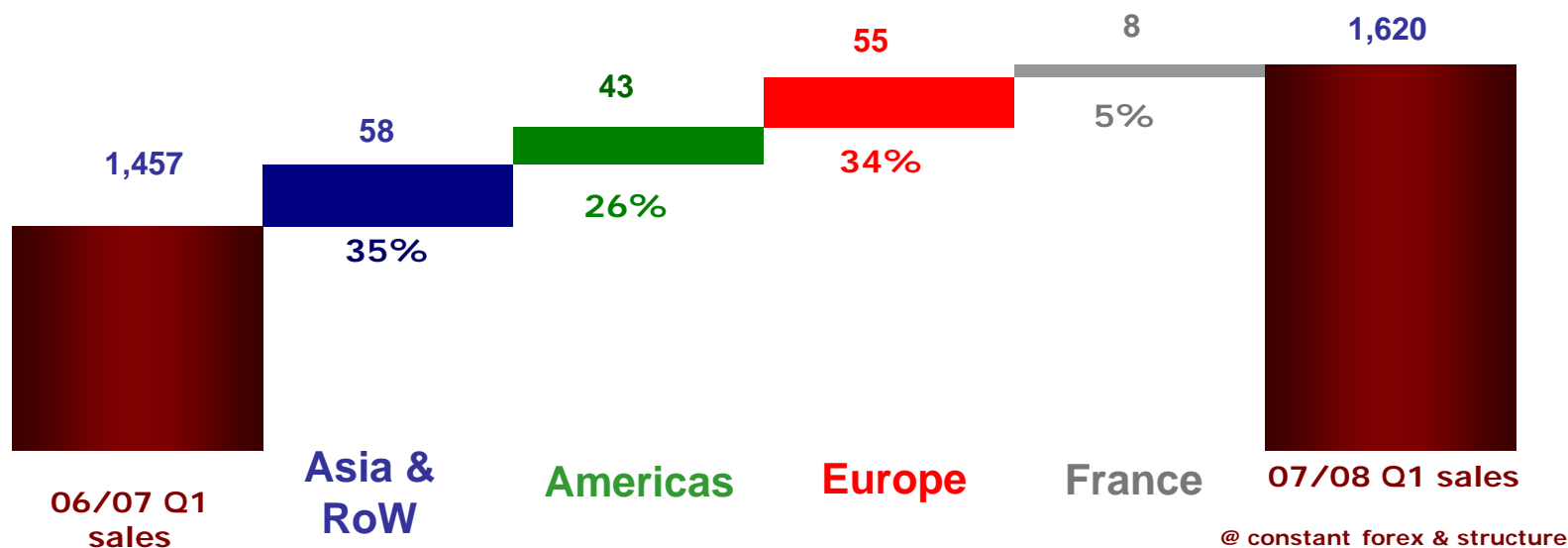
*organic growth

France

€ millions	Q1 06/07	Q1 07/08	Organic Growth	Forex Impact	Group Structure
Sales	150	157	+5%	-	-

- ➔ Sharp growth by most whiskies, in particular premium brands (Chivas, Aberlour, The Glenlivet), enhanced by intense promotional activities
- ➔ Mumm: Strong growth benefiting from price increases in the previous financial year, from a favourable mix effect (vintage and rosé) and market share gains
- ➔ Ricard: Decline due to adverse Summer weather, followed by a marked recovery in September

Contribution to Organic Growth / Region

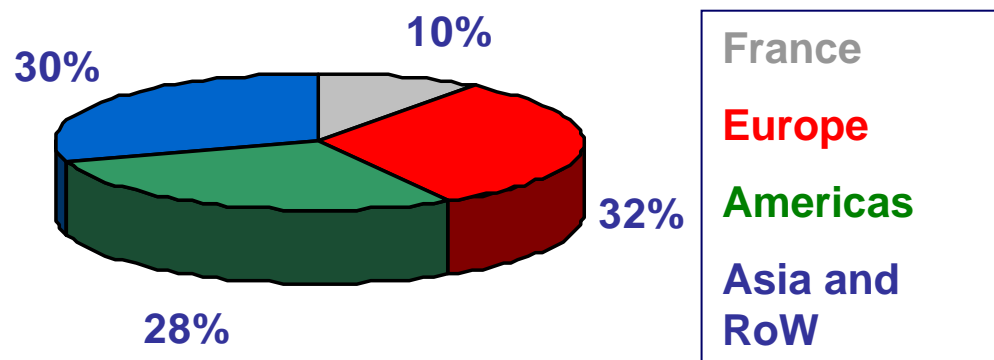


- All regions contributed to net sales growth* over the period
- Asia & RoW and Europe were the two main contributors to growth*
- Almost 2/3 of growth* originated from emerging markets, with growth* of 41% in Europe, 29% in the Americas and 27% in Asia/ROW

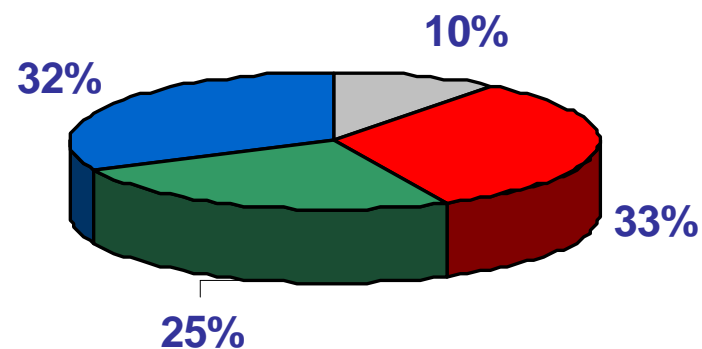
*Organic growth

Analysis by Geographic Region

FY 06/07



FY 07/08




➔ Continuing successful internationalisation

⇒ 57% of sales achieved in high growth regions (Asia, Americas)

⇒ The dynamism of Central and Eastern Europe enabled Europe to slightly increase its relative size

Change in Net Debt

Significant investments will be required this year to keep up with strong sales growth

- 
- ➔ Increase stocks of brown spirits, wines and champagne: Martell (Continuing implementation of the eaux-de-vie purchase plan for Martell launched in 2007) , Chivas, Ballantine's, Jameson, Perrier Jouët, Montana, ...
 - ➔ Stepping up production and storage capacities (Martell, Whiskies, Champagne)

Debt reduction, after dividend payment, should be limited in the 2007/08 financial year

- ➔ First quarter performance was excellent and again illustrated the success of our premiumisation strategy and development in emerging countries
- ➔ These very good results enable the confirmation, in current market conditions and on a like-for-like basis*, of guidance of strong growth in sales and operating profit from ordinary activities for Pernod Ricard in 2007/08



A guidance figure for organic growth in operating profit from ordinary activities will be released at the Annual General Meeting on 7 November



Appendices

2007/08 1st Quarter Net Sales

MEUR	Q1 06/07		Q1 07/08		variation		Organic Growth		Perimeter impact		Forex impact	
Wines & Spirits France	150	10%	157	10%	7	5%	8	5%	(0)	0%	0	0%
Wines & Spirits Europe	458	32%	508	33%	50	11%	55	12%	(5)	-1%	(1)	0%
Wines & Spirits Americas	405	28%	393	25%	(13)	-3%	43	11%	(31)	-8%	(25)	-6%
Wines & Spirits Asia / Rest of the World	443	30%	498	32%	55	12%	58	13%	0	0%	(3)	-1%
Wines & Spirits World	1 457	100%	1 557	100%	100	7%	164	12%	(36)	-3%	(28)	-2%

Group structure analysis

	M€
Disposal Seagram Coolers & Smooth USA	(7.1)
End of Copacking Agreement Fortune Brands	(8.3)
Disposal LDI USA	(4.7)
Disposal Rich & Rare	(14.6)
Others	(0.8)
Perimeter impact	(35.5)

2007/08 1st Quarter Net Sales

Volume and organic growth of strategic brands

	Volume growth	Organic sales growth
Chivas Regal	19%	19%
Ballantine's	20%	22%
Ricard	-3%	-1%
Martell	20%	39%
Malibu	9%	13%
Kahlua	0%	5%
Jameson	18%	24%
Beefeater	4%	7%
Stolichnaya	3%	6%
Havana Club	18%	22%
The Glenlivet	10%	13%
Jacob's Creek	7%	10%
Mumm	12%	19%
Perrier Jouët	-5%	-6%
Montana	-11%	0%
15 strategic brands	9%	16%

Forex impact analysis

		Forex impact (M€)	% of total impact
US Dollar	USD	(21.8)	77.4%
Venezuelan Bolivar	VEB	(1.7)	6.0%
Mexican Peso	MXN	(2.7)	9.4%
Korean Won	KRW	(3.8)	13.5%
Japanese Yen	JPY	(2.0)	7.1%
Chinese Yuan	CNY	(2.0)	7.2%
NZ Dollar	NZD	2.3	-8.2%
Australian Dollar	AUD	2.0	-7.2%
Thai Baht	THB	3.4	-12.2%
Indian Rupee	INR	2.5	-9.0%
Other		(4.5)	
Total		(28.2)	100%