PRESS

KIT

2016

Pernod Ricard

Créateurs de convivialité

Contents

This press kit offers an overview, paired with key figures, which will help you gain a better understanding of Pernod Ricard in just a few pages.

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THE PURSUIT OF LEADERSHIP

Forty years ago, Paul Ricard and Jean Hémard founded Pernod Ricard. The two partners set out to take on the world, with the ambitious goal of one day becoming the global leader in the sector. Pernod Ricard is now the world's second-largest wine and spirits company and recently established its 85th direct affiliate, in Mozambique.

Alexandre Ricard, Paul Ricard's grandson and Chairman and Chief Executive Officer since February 2015, has reaffirmed the Group's strategy. He has established two priorities to reach this goal: top line growth – which he calls "the mother of all battles" – and instilling a winning mindset in each of the company's 18,500 employees. "My key goal isn't change but acceleration.", he told analysts and investors at Capital Market Day, on 2 June 2015.

In an increasingly competitive environment, the Group has established a new model that places consumers at the centre of its entire strategic approach. The model is based on the idea that consumers are no longer loyal to a single brand, but rather to a variety of brands, choosing one that matches each occasion.

Faithful to their role as "Créateurs de Convivialité", the people at Pernod Ricard aim to ensure that each of the company's brands are present to enhance these convivial occasions.

To support this new strategic model, Pernod Ricard has set out to reshape the fundamentals that underpin its success: a complete portfolio of Premium brands; a strategy based on Premiumisation, growth and innovation; a unique corporate culture; and a decentralised organisation.

To bring this plan to fruition, four 'Essentials' – Operational Excellence, Talent Development, Sustainability & Responsibility and Route to market/Consumer – and four 'Accelerators' – Portfolio Management, Digital Acceleration, Innovation, Premiumisation and Luxury – form the capstone of the model, which is applied to all the Group's markets. Four regions are key battlegrounds for growth: the United States, China, India and Africa.

We hope you will learn more about the cornerstones of this model in this press kit.

+2%

€8,558 M

2014/15
SALES

+2%

€2,238 M

PROFIT FROM
RECURRING OPERATIONS

+12%

€1,329 M

GROUP SHARE
OF NET PROFIT

18,500

EMPLOYEES
IN 85 AFFILIATES

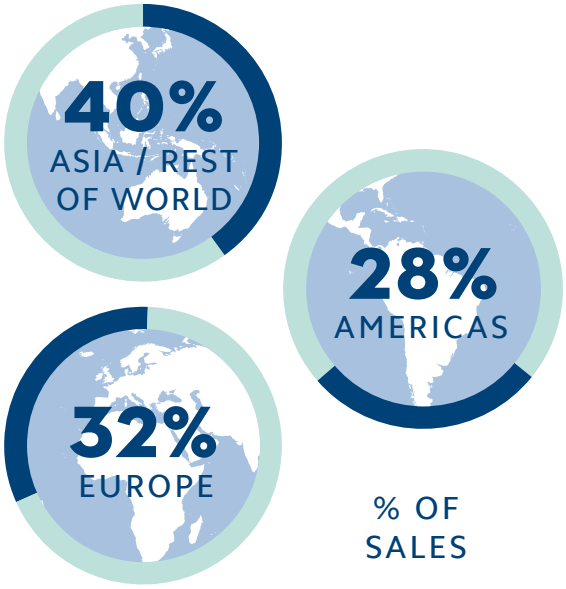
101

PRODUCTION
SITES

20

BRANDS AMONG
THE TOP 100
WINE AND SPIRITS
WORLDWIDE

(source: impact)



% OF
SALES

A balanced global presence.

Main markets:
USA, China, India, France and Spain

Travel Retail is the Group's third-largest global market in terms of value

THE 'TOP 14' SPIRITS AND CHAMPAGNE BRANDS

2 ICONIC GLOBAL BRANDS

ABSOLUT and Chivas Regal are recognised as 'global icons'.
These priority drivers for the Group are distributed on all markets.

7 STRATEGIC PREMIUM SPIRITS BRANDS

Ballantine's, Jameson, Kahlúa, Havana Club, Ricard, Malibu and Beefeater.

5 STRATEGIC PRESTIGE SPIRITS AND CHAMPAGNE BRANDS

Martell, Perrier-Jouët, G.H.Mumm, The Glenlivet et Royal Salute.

5 PRIORITY PREMIUM WINE BRANDS

Jacob's Creek, Brancott Estate, Campo Viejo, Graffigna and Kenwood. As Pernod Ricard views the wine market as a distinct category, these brands are grouped into a single organisation, Premium Wine Brands, in order to approach target markets with a global portfolio strategy.

18 KEY LOCAL SPIRITS BRANDS

These brands provide Pernod Ricard with a strong foothold in local distribution channels, serving as a springboard for the Group to develop its international brands.

INTERNATIONAL WINE AND SPIRITS CATEGORIES (IN ORDER OF PRICE FOR A 75 CL BOTTLE): > $US 10: STANDARD > $US 17: PREMIUM > $US 26: SUPER-PREMIUM > $US 42: ULTRA-PREMIUM > $US 84: PRESTIGE

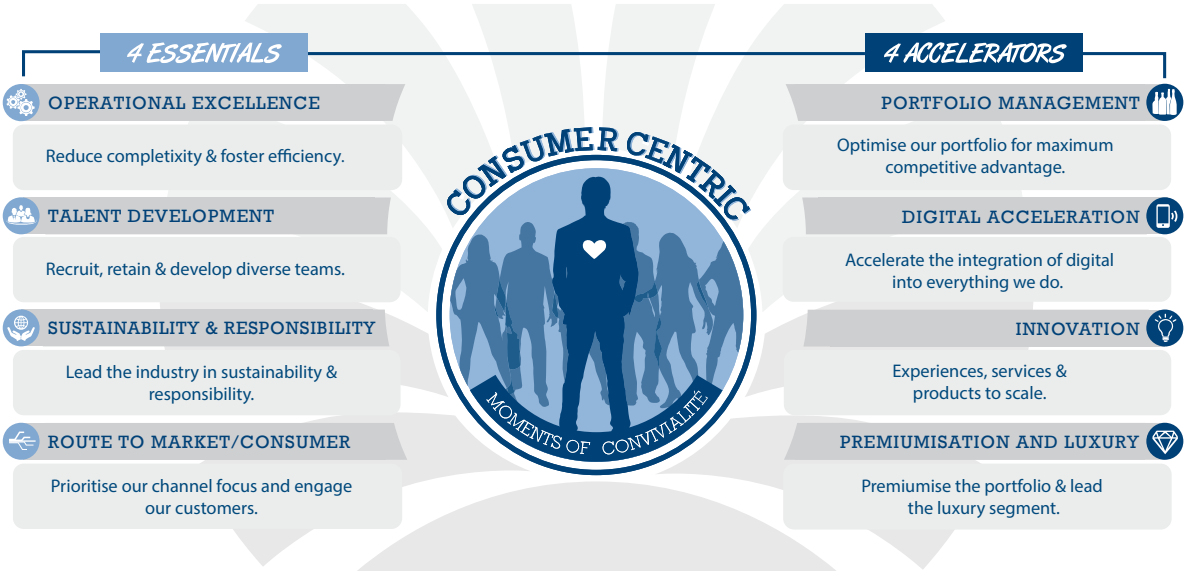
BRAND	COUNTRY	FOUNDED	CATEGORY
2 ICONIC GLOBAL BRANDS			
ABSOLUT Vodka	Sweden	1879	No. 2 worldwide in the Vodka category and No. 5 worldwide in international spirits
CHIVAS REGAL Scotch Whisky	Scotland	1909	No. 2 worldwide in super-Premium and super-Premium Plus scotch whiskies
7 STRATEGIC PREMIUM SPIRITS BRANDS			
BALLANTINE'S Scotch Whisky	Scotland	1827	No. 2 worldwide in scotch whiskies
RICARD	France	1932	No. 1 worldwide in anise-based spirits
JAMESON Whiskey	Ireland	1780	No. 1 worldwide in Irish whiskies
MALIBU	Barbados	1978	No. 3 worldwide in coconut-flavoured rums
BEEFEATER	United Kingdom	1863	No. 2 worldwide in Premium and Premium Plus gins
KAHLÚA	Mexico	1936	No. 2 worldwide in coffee liqueurs and No. 6 worldwide in liqueurs
HAVANA CLUB	Cuba	1878	No. 3 worldwide in international rums
5 STRATEGIC PRESTIGE SPIRITS AND CHAMPAGNE BRANDS			
MARTELL Cognac	France	1715	No. 2 worldwide in cognacs
THE GLENLIVET Scotch Whisky	Scotland	1824	No. 1 worldwide in malt whiskies
ROYAL SALUTE Scotch Whisky	Scotland	1953	No. 2 worldwide in Prestige whiskies
G.H.MUMM Champagne	Scotland	1827	No. 4 in international Champagnes
PERRIER-JOUËT Champagne	Scotland	1811	No. 3 in US Champagne sales
5 PRIORITY PREMIUM WINE BRANDS			
JACOB'S CREEK	Australia	1976	No. 1 Premium wine in Australia
BRANCOTT ESTATE	New Zealand	1973	No. 1 wine in New Zealand
CAMPO VIEJO	Spain	1959	No. 1 in Rioja wines
GRAFFIGNA	Argentina	1870	No. 2 Premium Argentine wine in Canada
KENWOOD	United States	1970	—
18 KEY LOCAL SPIRITS BRANDS			
CLAN CAMPBELL Scotch Whisky	Australia	1976	No. 3 whisky in France
WIMPERIAL Scotch Whisky	New Zealand	1944	No. 2 whisky in South Korea
PASSPORT Scotch Whisky	Spain	1959	No. 3 whisky in Brazil
SOMETHING SPECIAL Scotch Whisky	Scotland	1793	No. 4 whisky in Colombia
100 PIPERS Scotch Whisky	Scotland	1965	No. 2 international whisky in India
BLENDERS PRIDE Whisky	India	2011	No. 2 whisky in Argentina
WISER'S Whisky	Canada	1857	No. 1 whisky in Canada
ROYAL STAG Whisky	India	1995	No. 3 whisky in India
IMPERIAL BLUE Whisky	India	1997	No. 4 whisky in India
AMARO RAMAZZOTTI Bitter	Italy	1815	No. 5 in international bitters
SUZE Bitter	France	1889	No. 2 bitter in France
BECHEROVKA Bitter	Czech Republic	1807	No. 2 bitter in the Czech Republic
RUAVIEJA Eau-de-vie	Spain	1983	No. 1 liqueur in Spain
PASTIS 51 Anis-based liqueur	France	1951	No. 2 in international anise-based liqueurs
SEAGRAM'S Gin	United States	1857	No. 3 in international gins
WYBOROWA Vodka	Poland	1927	No. 1 international vodka in Poland
OLMECA Tequila	Mexico	1967	No. 1 tequila in Russia
ARARAT Brandy	Armenia	1887	No. 3 brandy in Russia

STRATEGIC OVERVIEW

Speaking at Capital Market Day in Paris in June 2015, Alexandre Ricard, Group Chairman and Chief Executive Officer since February 2015, took the opportunity to present the new Pernod Ricard strategic model. It is rooted in the Group's long-standing fundamentals (decentralisation, Premiumisation, innovation, etc.) and its main focus is a consumer-centric vision based on the idea that consumers have become more fickle. Consumers are increasingly less likely to be loyal to a single brand, instead choosing freely from a variety of brands to match their special occasions.

Pernod Ricard aims to fulfil consumers' aspirations by drawing on the most comprehensive portfolio in the industry and its strong innovation capabilities. The Group intends to leverage these brands in order to transform each of these consumption moments into a convivial experience – both simple, natural, genuine social gatherings and real moments of celebration and togetherness. This vision underpins all the Group's leadership aims, which are based on a strategy for leveraging 4 "Essentials" and 4 "Accelerators". This new model is structured as follows:

CONSUMER AT THE HEART
8 BUSINESS PRIORITIES



PART 01

THE 4 ESSENTIALS

1 • OPERATIONAL EXCELLENCE:
UNDERSTANDING OUR ORGANISATION

2 • TALENT DEVELOPMENT:
UNDERSTANDING OUR CULTURE

3 • SUSTAINABILITY & RESPONSIBILITY:
UNDERSTANDING OUR COMMITMENT

4 • ROUTE TO MARKET / CONSUMER:
UNDERSTANDING OUR DISTRIBUTION CHANNELS

1 • OPERATIONAL EXCELLENCE

Understanding our organisation

"OUR GOAL IS TO STREAMLINE OUR ORGANISATION IN ORDER TO IMPROVE EFFICIENCY, FOLLOWING THREE WATCHWORDS: FOCUS, SIMPLICITY AND RAPIDITY. OUR DECENTRALISED MODEL REMAINS THE CORNERSTONE OF THIS INITIATIVE."

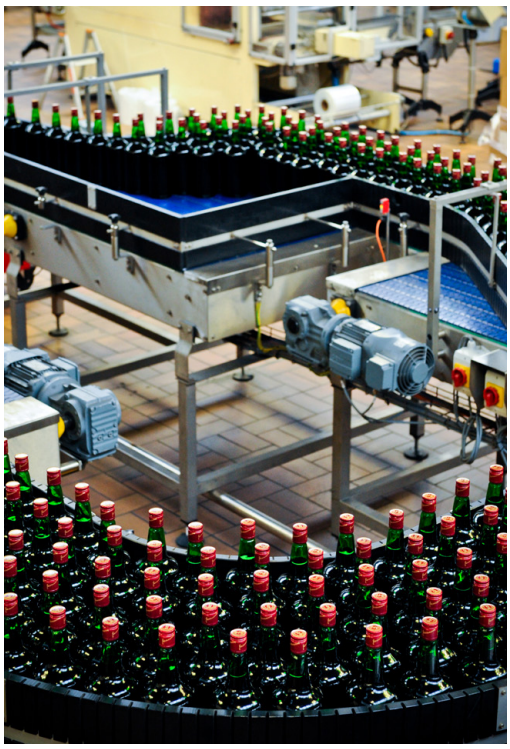
GILLES BOGAERT,
Managing Director, Finance & Operations

9 MILLION

BOTTLES DELIVERED EVERY DAY

GOALS

The aim of operational excellence is to streamline processes and organisational methods in order to seize growth opportunities more quickly and effectively. The Group has set up operational excellence drivers – simplifying reporting and procedures, merging processes, taking decisions quickly, pooling expertise, prioritising processes, focusing on its core business – designed to ensure an optimal allocation of resources and investments. This ongoing pursuit of efficiency permeates throughout the Group and is based on one of its long-standing fundamentals: decentralisation, a unique organisational model in the sector.



PERNOD RICARD ORGANISATION

Decentralisation is the founding principle behind Pernod Ricard's organisation. Continuous dialogue between the Brand Companies and the Market Companies ensures the involvement of all stakeholders in the business, and a decision-making process that takes place as close as possible to consumers. The Headquarters defines the major strategic guidelines, coordinates global actions, and monitors compliance with the Group's policies.

(1) Joint venture

1/ THE DRIVING PRINCIPLE: DECENTRALISATION

The aim of seeking operational efficiency is to harness the full power of decentralisation by streamlining decision-making procedures, focusing resources on high-potential initiatives, pooling expertise and emphasising execution.
The principle of decentralisation is based on the operational independence and empowerment of Group affiliates.
The Brand Companies are responsible for developing the brand strategy and the Market Companies for growing the Group's international brands on their respective markets.
All the affiliates are wholly owned and managed as profit centres. Decentralisation facilitates decision-making closest to the market in order to meet local customers and consumers' needs as quickly as possible.

INDUSTRIAL OPTIMISATION

Upgrading the historic Jameson distillery

Following a €220 million investment, the Midleton distillery in Ireland is now one of the most modern whiskey distilleries in the world. Midleton is where Pernod Ricard produces Jameson whiskey, a brand with aspirations to become one of the top 10 spirits in the world.
Production and storage capacity at the site has been doubled to 64 million litres per year. Support from R&D also enabled Pernod Ricard to equip the distillery with the latest brewing and distillation technologies, as well as advanced water treatment and waste management. The distillery also has three gigantic copper pot stills – the largest currently in operation anywhere in the world – and distillation columns that have halved energy use.

2/ PRIORITISE & FOCUS OUR EFFORTS

Re-establish clearly defined roles and responsibilities between Headquarters, the Brand Companies and the Market Companies. The goal is to focus on top priorities and the core business.
- Define the brand strategy
- Develop operational tools to activate this strategy in the markets
- Disband sales teams and transfer some staff to marketing teams

Market Companies
- Excellent execution that prompts customers and consumers to purchase products

Holding
- Governance functions (strategy, mergers and acquisitions, finance, legal affairs, corporate communication, talent management, corporate social responsibility, etc.)
- Cross-functional initiatives with high added value (digital, luxury, innovation / portfolio management, etc.)
- Shared resources (Pernod Ricard Research Centre, IT, etc.)

3/ POOL RESOURCES

Back offices
- Merge back-office functions at Pernod SA and Ricard SA into a single site in France
- Create regional hubs in Asia (Singapore and Hong Kong)
- Single back office for Australia, New Zealand and Travel Retail Pacific

Intellectual property
- Create a single global hub for managing legal affairs at all the brands

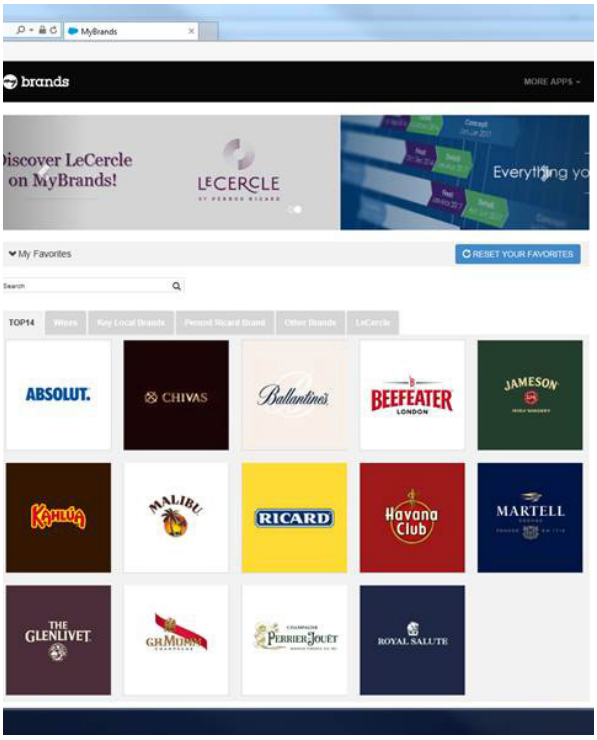
IT
- Increased integration. Example: integration of the information systems at Chivas Brothers Ltd and The Absolut Company. The consolidation encompassed both technology and human resources: the IT teams at the two brands have operated as a single department since 1 July 2015.
- Optimised restructuring of Group IT with two main goals:
• centralised infrastructure management;
• development of shared business solutions.

4/ STREAMLINE THE ORGANISATION AND PROCESSES

Organisation
- All Executive Committee members (Managing Directors of Regions and Brand Companies) report directly to the Group CEO
- Marketing and Commercial Development departments merged to foster a more holistic consumer approach
- Pernod Ricard EMEA: 42 markets placed under the umbrella of 10 Management Entities

Processus
- Streamline the strategic plans developed once every two years

Roll-out of collaborative digital platforms
- Business information sharing and reduced internal reporting. Two new digital tools for employees:
- MyBrands assists in defining and implementing brand strategies;
- MyPortalTouch is a one-stop portal for mobile devices (anywhere, anytime, any device) providing access to all internal resources.



2 • TALENT DEVELOPMENT

Understanding our culture

"TALENT IS AT THE CORE OF THE PERNOD RICARD MODEL. TO WIN THE BATTLE OF TOP LINE GROWTH, WE NEED THE RIGHT PEOPLE AT THE RIGHT JOB AT THE RIGHT TIME, FULLY ENGAGED BEHIND OUR STRATEGIC PRIORITIES – LOCALLY & GLOBALLY."

BRUNO RAIN,
Managing Director,
Human Resources
& Corporate Social Responsibility

95%*

OF EMPLOYEES ARE PROUD TO WORK AT PERNOD RICARD

*Towers Watson survey for Pernod Ricard 2015

GOALS

Employees' individual engagement, the driving force behind our pursuit of leadership, has reached a very high level at Pernod Ricard, well above industry benchmarks. Continuing to strengthen and develop the outstanding engagement of the Group's 18,500 employees remains a strategic priority, on a par with fostering diversity and promoting international mobility and ongoing training. The Group's talent policy is primarily rooted in one of its long-standing fundamentals: passing on the entrepreneurial spirit, a mindset recognised by 93%* of employees.

1/ STRONG VALUES AND CULTURE

In a decentralised organisation, corporate culture is the bond that holds the group together and ensures cohesion. At Pernod Ricard, this culture is based on three values: entrepreneurial spirit, mutual trust, and a strong sense of ethics. The Group's unique culture is viewed as a valuable competitive advantage, expressed in the convivial, simple, direct attitude conveyed in the Pernod Ricard baseline: "Créateurs de convivialité". Over 18,500 employees share this culture every day in their interactions with each other and with the company's consumers and partners. The culture at Pernod Ricard is perceived as a valuable competitive advantage, and serves as one of the main success drivers at the Group.

ENTREPRENEURIAL SPIRIT: an essential element in the Group's philosophy, given its decentralised nature. Having an entrepreneurial mindset is the ability to make choices and decisions.

MUTUAL TRUST: Managers at every level motivate their direct staff in line with the Pernod Ricard Charter. In return, employees can count on their manager to support their initiatives and take responsibility with them.

STRONG SENSE OF ETHICS: Pernod Ricard expects all its employees to have a strong sense of ethics based on two main principles: 'respect' and 'transparency'.

CONVI**VIALITY:** Pernod Ricard encourages simple, direct relations between its various levels of hierarchy, which speeds up decision-making.

I SAY SURVEY

In summer 2015, the third edition of the Pernod Ricard internal opinion survey was conducted by the independent consulting firm Towers Watson.

The results far surpassed the average for fast-moving consumer goods (FMCG) companies and were also higher than the average for the 20 top companies in the Towers Watson global panel, all sectors combined.

84%*

OF EMPLOYEES TOOK PART IN THE I SAY GLOBAL ENGAGEMENT SURVEY CONDUCTED IN JUNE 2015

93%* wholeheartedly share the Group's values
87%* would recommend their employer to others
87%* say they are engaged or very engaged

*Towers Watson survey for Pernod Ricard, 2015.

THE PERNOD RICARD VALUES

A MODEL
Decentralisation

Entrepreneurial spirit
Mutual trust
Strong sense of ethics

AN ATTITUDE
Conviviality

"A COLLECTIVE COMMITMENT TO PERFORMANCE"

2/ ATTRACT SKILLED EMPLOYEES

A strong employer brand
As "Créateurs de convivialité", Pernod Ricard offers a unique experience to talented candidates seeking to join the Group: Premium brands with worldwide reach; engaged, convivial, passionate employees; strong entrepreneurial spirit; and authentic local roots. All these elements combine to serve a global goal – the pursuit of leadership – and form the core of the Pernod Ricard employer brand. In addition to traditional meet-and-greet events with recent graduates, the employer brand is backed by a strong online presence. LinkedIn, Twitter, Instagram and other online resources are constantly updated to inform future employees of job opportunities and give them a window into the corporate culture at Pernod Ricard. The Group's new careers site went live in July 2014, highlighting its values and history, while also offering access to an extensive collection of video testimonials from employees: **http://career.pernod-ricard.com/en/.**

Programmes for university graduates
Recent graduates with some initial work experience can take part in international graduate programmes that give them a feel for positions at the Group. One of the latest initiatives to date can be found at Pernod Ricard Winemakers, which was inspired by best practices at Irish Distillers (Jameson). For the past two years, recent graduates with a passion for wine have taken part in an in-depth immersion programme that alternates between internships at production sites and training sessions at the affiliate headquarters. The graduates gain practical winemaking experience and a thorough understanding of the affiliate's key markets.

To find out more, visit http://career.pernod-ricard.com/fr /you/vie-international-graduate-programme.

3/ HELP EMPLOYEES GROW

Internal mobility with iMove
Since 2010, Pernod Ricard affiliates have been using the iMove in-house mobility platform to announce job vacancies. Employees worldwide can use the platform to submit their application directly.

Identifying talented employees with iLead
Launched in 2011, the iLead talent management system serves as a Group-wide skills database that can be used to identify talented employees within the company on behalf of mobility programmes and succession planning for key positions.

Training with Pernod Ricard University
The Group has established a unique learning resource, Pernod Ricard University, in order to offer employees training courses tailored to their profession and career development priorities. With over 400,000 hours of training provided in 2013/14, the university forms the cornerstone of the company's skills and talent development policy. In addition, Pernod Ricard has work extensively to expand the use of massive open online courses (MOOC), in areas as diverse as digital technology and the code of business conduct.

4/ ENGAGE EMPLOYEES

Compensation policy
The guiding principle of Pernod Ricard's policy is to offer competitive compensation packages with a strong variable component to encourage performance. In light of the company's decentralised operations, employment offers also reflect practices in local markets as well as business priorities.

The Youth Action Council (YAC)
Established in June 2014, the YAC is comprised of nine employees nominated by their peers and drawn from a wide range of functions and affiliates. Its members draft and implement recommendations that boost the influence of younger workers within Pernod Ricard and offer their perspective and contributions on matters affecting the business.

Pernod Ricard UK Smart workplaces
For the past two years, Pernod Ricard UK and Pernod Ricard Travel Retail Europe employees have reaped the benefits of a modular working environment.
The employees can choose from various types of office spaces equipped with the latest technology, to suit the task at hand. The change has resulted in measurable gains in interaction and innovation, as well as individual and group engagement.

3 • SUSTAINABILITY & RESPONSIBILITY

Understanding our commitment

"CSR IS A CORE COMPONENT OF OUR IDENTITY. FIFTY YEARS AGO, PAUL RICARD CREATED THE OCEANOGRAPHIC INSTITUTE ON THE ISLAND OF LES EMBIEZ, AND THE IREB TWO YEARS LATER. CSR MUST BE VIEWED AS A STRONG DRIVER OF VALUE CREATION FOR OUR BRANDS – THAT'S WHAT OUR CUSTOMERS EXPECT."

ALEXANDRE RICARD,
Chairman and CEO

95%

OF GROUP AFFILIATES CARRIED OUT AT LEAST ONE LOCAL CSR INITIATIVE DURING THE 2014/15 FINANCIAL YEAR, UP FROM 93% IN 2013/14

GOALS

Far from being considered a hindrance, the Group's CSR commitments help create value and meet the rising expectations of consumers, who want the brands they buy to have a positive impact on the environment and a contribution to society.

Pernod Ricard believes that social responsibility is integral to business performance. On the basis of this long-standing belief, the Group has always made ethics one of its core development principles. As a result of these efforts, the Group has been ranked first in the beverage sector by the extra-financial rating agency Vigeo. All employees act as ambassadors for this commitment to CSR, in particular during our annual Responsib'All Day event.

1/ PROMOTE RESPONSIBLE DRINKING

One of the main duties of a responsible leader in the alcoholic beverage industry is to pursue a determined, responsible drinking policy. Pernod Ricard actively supports the 5 commitments made by the major players in the alcoholic beverage industry in 2012 at the ICAP conference, which were announced by then-CEO Pierre Pringuet:
- reduce underage drinking;
- strengthen and expand marketing codes of practice;
- provide consumer information and responsible product innovation;
- reduce drinking and driving;
- enlist the support of retailers.

2/ PROTECT OUR PLANET *

Environmental ethics is vital to Premium brands. Pernod Ricard reduces the environmental impact of its business activities each year. Fully aware of its relationship with the environment, the Group develops a wide range of initiatives that support sustainable agriculture, water conservation, reduction of CO_2 and carbon footprint, recycling and eco-friendly packaging. In 2011, Pernod Ricard established a five-year environmental roadmap with specific priorities and impact reduction targets.

This step forward has nurtured the progress of sustainable practices and increased the pace at which they are standardised in the affiliates. The first roadmap, drafted for the 2011/2015 period, primarily focused on production sites. Its objectives were successfully achieved. The second, which charts a course for 2020, aims to develop closer ties between all industry stakeholders, in particular suppliers, and sets forth new standards throughout the value chain, from raw materials to packaging design and the end of the product lifecycle.

* *Figures from the 2014/2015 financial year.

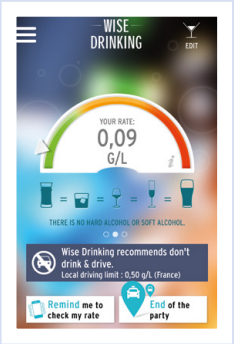
100%
OF AFFILIATES ADD A MESSAGE ABOUT RESPONSIBLE ALCOHOL CONSUMPTION ON THEIR ADVERTISING AND PROMOTIONAL MATERIALS

92%
OF AFFILIATES DISPLAY THE "NO ALCOHOL FOR PREGNANT WOMEN" LOGO ON THEIR BOTTLES

96%
OF PRODUCTION SITES HAVE ISO 14001 CERTIFICATION

76%
REDUCTION IN THE AMOUNT OF SOLID WASTE LANDFILLED OR INCINERATED PER UNIT PRODUCED BETWEEN 2010 AND 2015

-16%
REDUCTION IN ENERGY CONSUMPTION AND A 26% REDUCTION IN CO_2 EMISSIONS PER UNIT PRODUCED AT PRODUCTION SITES BETWEEN 2010 AND 2015



WISE DRINKING

In May 2014, Pernod Ricard launched Wise Drinking, the first global app that promotes responsible drinking by enabling users to track their consumption in real time. Regularly updated and recently upgraded to include a multiplayer quiz, the app is free and available in 40 languages. A year after its launch, Wise Drinking had already been downloaded more than 80,000 times. **Find out more at : http://pernod-ricard.com/12650/press/news-press-releases/headlines/another-holiday-gift-wise-drinking-rolls-out-new-features**

« ENGAGEMENT 2020 »

The Group has defined a new roadmap to establish the environment as a core issue for our brands and set targets leading up to 2020. The plan is built around four pillars with the following commitments:
- **Governance:** make sustainable development an integral part of Group activities and take long-term environmental risks into account.
- **Supply chain:** expertly manage the supply chain for agricultural materials and engage our suppliers in an exemplary social and environmental initiative.
- **Resources stewardship:** reduce energy use by 20%, water use by 20% and CO_2 emissions by 30% per unit produced compared with 2010 levels.
- **Brands and consumers:** incorporate eco-design principles from product development onwards and analyse the lifecyle of the 19 priority brands.

3/ DEVELOP OUR LOCAL COMMUNITIES AND ENGAGE OUR PARTNERS

Pernod Ricard contributes to local vitality everywhere it operates, guided by its principles for action: open lines of communication with stakeholders, respect for and sharing of different cultures, and support for development via access to education and healthcare. The Group and its employees support projects that bear the hallmarks of entrepreneurship: training for young entrepreneurs, support for business creation and funding for talented individuals. A growing number of brands are also leading initiatives that embody the Pernod Ricard CSR commitments, reflecting their own engagement in brand social responsibility.

629

SUPPLIERS HAVE SIGNED A PLEDGE TO COMPLY WITH THE PRINCIPLES OF SUSTAINABLE DEVELOPMENT (AS OF LATE JUNE 2015).

60%

OF AFFILIATES HAVE LED AT LEAST ONE INITIATIVE IN SUPPORT OF LOCAL COMMUNITY DEVELOPMENT .

4/ EMPOWER OUR EMPLOYEES*

The Group and its affiliates implement programmes and tools that accelerate the spread of best practices in CSR at Group level, including the Pernod Ricard Charter, code of business conduct, dedicated intranet site, training sessions and an employer brand platform. These initiatives are producing results: in the latest I Say in-house engagement survey, nearly 90% of employees confirmed that they were taking part in sustainable development projects.

Responsib'ALL Day: the Group's flagship CSR event

Held annually since 2011, Responsib'ALL Day embodies the individual and collective commitment to CSR at Pernod Ricard. This worldwide event offers an opportunity for all affiliate employees to devote a day to promoting responsible drinking through concrete projects. The five ICAP (now IARD*) commitments have served as guiding principles for Responsib'ALL Day since 2013.

* International Alliance for Responsible Drinking.

THE CHIVAS VENTURE

securing success for social entrepreneurs

In October 2014, Chivas Brothers Ltd launched The Venture, a million-dollar fund to support social entrepreneurs seeking to gain funding for projects that have a positive impact on society. Nearly 1,000 applications were received from the 16 participating countries during the inaugural edition, in areas ranging from water conservation to waste recovery, and fire prevention in slums. Five of these innovate social entrepreneurship projects were selected by a panel of experts at the final in San Francisco and shared the grand prize. Chivas Regal continues to draw on values of leadership, generosity and brotherhood, which are embodied in 'Live with Chivalry', the communication campaign the brand has run since 2008.

Find out more at **Theventure.com**

4 • ROUTE TO MARKET/ CONSUMER

Understanding our distribution channels

"WE POSSESS TWO SIZEABLE ADVANTAGES: OUR OWN DISTRIBUTION NETWORK AND OUR BALANCED GLOBAL PRESENCE, WHICH WE NEED TO LEVERAGE IN ORDER TO EMBRACE ALL RELEVANT CHANNELS ACROSS ALL MARKETS TO REACH OUR CONSUMERS."

CONOR MCQUAID,
Global Business Development Director

85

MARKETS AROUND THE WORLD

4 M

ON-TRADE OUTLETS WORLDWIDE

GOALS

Leveraging the tremendous potential of the Pernod Ricard brand portfolio and distribution network to boost business growth. To achieve this goal, the Group has to be in direct contact with all consumers at every place of consumption and outlet, enhancing the relevance and impact of brand communication. This is what is known as the "route to market". Pernod Ricard is uniting all the components of its organisation – Brand Companies, Market Companies, regions and support functions – to build a global sales and marketing force. As part of these efforts, the Group has established a new model with a customer-centric strategy that is designed to create value and gain a competitive advantage in the leadership battle.

1/ A NEW ROUTE TO MARKET

The conventional boundaries between Marketing and Sales have gradually blurred. As a result, Pernod Ricard has chosen to merge the two functions into a single structured team.
This new organisation enables optimal allocation of resources based on the actual needs of each market and type of consumer. We have studied and analysed each market based on three criteria, as a means of ensuring our brands present, visible and activated in order to best reach the target consumer:
- market structure and trends: Pernod Ricard operates over 80 distribution affiliates, whose experience enables the Group to understand the unique features of each market;
- consumer trends: consumers are increasingly fickle in their choice of brands and their consumption habits continue to evolve;
- operational efficiency: we have to establish the right resources to meet the needs of each market.
The goal of Route to Market is to take a more robust, consistent approach to how the Group's products reach the end customer, whether via a local shop, large retailer, bar, restaurant or emerging e-commerce channel. Pernod Ricard's powerful distribution network is a strategic tool for influencing these consumer choices, especially at the moment of the final purchase decision. Some surveys indicate that two thirds of consumers are still unsure what they will buy as they approach a bar or shop counter, a concept termed "the last three feet". Pernod Ricard has rolled out a comprehensive initiative in the On-Trade channel (hotels, bars and restaurants) to pinpoint the most strategic outlets. Some 66 out of the 85 Group markets have already identified no less than 160,000 outlets targeted as part of the initiative. One of the concrete achievements of this new approach can be found in the world's largest spirits market, the United States, where Pernod Ricard designed and implemented a prioritisation strategy for the brands in its portfolio. Overall, some 600 people work exclusively for our brands, via the Group's two main distributors, which cover 80% of our operations.

In South Africa, Pernod Ricard has segmented its accounts using in-house software developed by the Group. The results of this segmentation were then used to create a custom map of the portfolio based on consumer types and consumption occasions. This, in turn, enabled our marketing and sales teams to adopt a joint approach focused on consumers and occasions, guiding consumers right through to the famous "last three feet". A similar approach has been developed for Off-Trade (food, wine and spirits retailers).

2/ EXPLOIT THE FULL POTENTIAL OF THE 5 DISTRIBUTION CHANNELS

The only means to reach all consumers is to fully exploit the potential of the 5 distribution channels: On-Trade, Off-Trade, Travel Retail, e-Commerce and Home-Trade. The Group is working to design activation plans that reflect the unique aspects of each of these channels in each market. Alongside the traditional channels (On-Trade, Off-Trade and Travel Retail), Pernod Ricard is developing two new strategic channels: Home-Trade, which encompasses all innovations for developing new home-consumption services and experiences, and e-Commerce. Pernod Ricard aims to better exploit the potential of indirect sales channels, namely e-commerce sites, which alone represent 97% of the Group's online wine and spirit product sales. Meanwhile, the Group is also developing several projects to facilitate direct contact in the B2B & B2C segments. In Travel Retail, traditionally presented as Pernod Ricard's 'third-largest market', the Group intends to further cement its position as leader.

Chivas House Party
In 2014, Chivas and Pernod Ricard Mexico created "Home Party", a web platform that offers consumers a full party service in their home: delivery of invitations to guests, 9 bottles of Chivas Regal and 4 bottles from other Pernod Ricard brands, a bar and a bartender who prepares cocktails made to order for 6 hours, as well as glasses and other party necessities. 140 home parties have already been thrown in the country's 4 largest cities, and the reservations continue to flow in.

The Guardians in the spotlight
Using data collected from a unique interactive campaign, Pernod Ricard USA designed and implemented a new distribution strategy. Customers were asked to help create the brand's next limited-edition product, The Glenlivet Guardian's Chapter, and the data gathered were used to direct product distribution toward outlets close to their residences. The brand's fan base, known as The Guardians, were also given the opportunity to buy the product ahead of its launch. The initiative proved to be a real breakthrough in terms of distribution.

THE GLENLIVET GUARDIANS

KAHLÚA

The Dude and Kahlúa offer their take on the White Russian

Kahlúa successfully launched its repositioning strategy through a unique campaign with Academy Award-winning actor Jeff Bridges. The actor, who has been associated with the White Russian since The Big Lebowski, stars in a short film named after the classic cocktail. The campaign was supported by digital and local activations, generating spikes in traffic on Kahlua.com and a record number of YouTube subscriptions.

TRAVEL RETAIL

FLYING HIGH IN BRAZIL

In spring 2015, travellers at Sao Paulo's Guarulhos International Airport were invited to learn more about Perrier-Jouët at the brand's pop-up shop. Individually packaged flutes were offered to those purchasing a bottle. The five-week activation produced more than 8,000 consumer interactions and boosted visibility in Brazil's growing Champagne market.

8,000
CONSUMER INTERACTIONS

1,400
IPAD REGISTRATIONS

1,800
PHOTO BOOTH PORTRAITS

Home-Trade: Ventas Directas
In Colombia, a new Home-Trade channel – 'hometainment' – which involves enjoying spirits at home, is engaging consumers, generating direct sales, and building a network of brand advocates. These specially-selected advocates recommend Pernod Ricard products to their friends, families and colleagues at home parties and tastings. The events provide new opportunities for trying out new product and campaign ideas.

PART 02

THE 4 ACCELERATORS

1 • PORTFOLIO MANAGEMENT:
THE MOST EXTENSIVE OFFERING IN THE INDUSTRY

2 • PREMIUMISATION AND LUXURY:
AN UPSCALING STRATEGY

3 • INNOVATION:
CREATING NEW BRAND EXPERIENCES

4 • DIGITAL ACCELERATION:
DRIVING VALUE CREATION

1 • PORTFOLIO MANAGEMENT

The most extensive offering in the industry

"PERNOD RICARD HAS THE INDUSTRY'S MOST COMPREHENSIVE PORTFOLIO OF INTERNATIONAL PREMIUM BRANDS. OUR OBJECTIVE IS TO PLACE ONE OF OUR BRANDS AT EVERY GATHERING, EVERY CELEBRATION, AND EVERY SHARED OCCASION, MAKING IT A TRUE MOMENT OF CONVIVIALITÉ."

CONOR McQUAID,
Global Business Development Director

14
STRATEGIC PREMIUM SPIRITS AND CHAMPAGNE BRANDS

5
PRIORITY WINE BRANDS

18
KEY LOCAL BRANDS

GOALS

Leverage active, dynamic management to take full advantage of the extensive Pernod Ricard brand portfolio. In a consumer-centric approach, this form of management is designed to give our brands a more prominent place in each consumption occasion. Having an overall picture of the market position of each of our brands also helps improve allocation of resources and investments. Pernod Ricard has been building a unique portfolio of Premium brands with international reach ever since it was founded, but especially over the past 13 years of rapid external growth. This extensive, comprehensive range covers all categories, as illustrated by the 'House of Brands' concept, which organises the Group's priority brands into segments.

- The 'Top 14' comprises 14 strategic spirits and Champagne brands
- Strategic Wines features five Premium wine brands
- and there are 18 key local brands.

See the complete Group brand overview on page 4.

HOUSE OF TEQUILA

The Group has also expanded its portfolio in tequila, a steadily rising category. Tequila has been the fastest-growing white spirit over the last 10 years, with some 25 million cases are sold throughout the world last year. This led Pernod Ricard to unite its three tequila brands under a single entity called House of Tequila. Olmeca, Altos and Avión – in which Pernod Ricard is now the majority shareholder – are now backed by a comprehensive approach, with one of the main aims being to conquer the Premium and Ultra Premium tequila segments across the world.

1/ A CONSUMER-CENTRIC MAP

Undeniably the most comprehensive in the industry, the Pernod Ricard brand portfolio represents both a valuable competitive advantage and a growth driver. It is one of the fundamental elements of our consumer-centric approach. Actively managing these assets enables the Group to meet the various aspirations of our consumers for each moment of convivialité. To meet emerging consumers' expectations, Pernod Ricard performed an exhaustive analysis of their moments of convivialité, which was used to establish a full-fledged portfolio map divided into 4 key moments: 'Get-together', 'Premium socialising and savouring', 'Night out' and 'Aperitif and meal occasion'. The 'Top 14' brands and priority wines are positioned on each of these occasions. Jameson pairs perfectly with a get-together among friends at home or in bars, while Ricard and the range of priority wines are enjoyed during two specific occasions, aperitifs and meals. In addition to being more attuned to consumers' needs and expectations in relation to their social and cultural environment, the initiative has also resulted in more efficient allocation of resources and to adjust brand strategy based on the specific characteristics of each market. Portfolio management is more than just a marketing mechanism; it is also a very strong organisational tool that greatly facilitates local implementation of strategies developed to support our brands. With this approach, the Group portfolio strategy is now structured by an analysis of consumers and their needs, rather than by category. This is used to produce a market-specific consumer demand map in each country, designed in a consistent manner but tailored to local specifics.

THE GLENLIVET: NUMBER ONE

For connaisseurs, single malt occupies a special place among the many categories in the highly competitive whisky segment. Pernod Ricard now boasts the world's number one single malt in its portfolio, The Glenlivet. The Scotch whisky broke the one million case mark in 2014 (IWSR figures), hoisting the brand to the top of the podium in terms of volume. This whisky from the Livet valley, which has nearly two hundred years of history to its name, continues to expand and innovate with products such as The Glenlivet Founder's Reserve and The Glenlivet Winchester Collection.

1 M
CASES SOLD IN 2014

2/ THE MOST COMPREHENSIVE PORTFOLIO IN THE INDUSTRY

The Pernod Ricard brand portfolio has continued to expand to incorporate the successive contributions of the 3 major acquisitions carried out by the Group. These three "big bangs" successively brought into the fold brands such as Chivas Regal, Martell and Royal Stag (India) in 2001 via the purchase of Seagram; Mumm, Perrier-Jouët, Ballantine's and Campo Viejo in 2005 as part of the Allied Domecq acquisition; and Absolut in 2008. These additions have strengthened Pernod Ricard's portfolio at a global level in highly strategic categories such as whisky, vodka and cognac. More recently, the Group acquired the Californian winemaker Kenwood as well as Hellan Mountain in China, further broadening its wine portfolio.

BALLANTINE'S BRASIL

Ballantine's has responded to a growing taste for flavoured whisky among certain consumers by designing and launching Ballantine's Brasil, an innovative fusion of the traditions of Scotland with the passion of Brazil. The whisky combines refreshing lime notes with the sweet and creamy flavours of Scotch. This unique offering, the latest addition to the brand's portfolio, has achieved resounding success by introducing whisky to a whole new consumer audience. Since the launch of Ballantine's Brasil in the brand's key markets, the drink has already inspired a host of new cocktails.

JAMESON AND THE LADS

Jameson, the global leader in the Irish whiskey category, has enjoyed sustained growth for several years, selling 4.7 million cases in 2013/14.
The key to this success is the LADS, or Laidback Appreciators & Down to Earth Socials.
This community, mainly made up of men between 25 and 34, is Internet savvy and seeks out new experiences and quality products, which the members savour in an informal atmosphere and setting.
The LADS spend quality time with their friends, discussing their shared tastes in music and sport.

4.7 M
CASES SOLD IN 2014

THE 4 EXPERIENCES OF CONVIVIALITÉ

Four moments of convivialité have been defined, representing occasions for consumption, which are used to position the 19 priority brands based on the local environment.

Night out
This social gathering usually takes place in the trendiest, most sought-after venues with a view to sharing superb drinks. Top quality, sophistication and excellent service are essential.

Premium socialising and savouring
Consumers meet up with friends, colleagues or acquaintances for a social gathering in the trendiest, most sought-after venues, to share superb drinks. Top quality, sophistication and excellent service are essential.

Get-together
Time spent together in a relaxed, natural atmosphere, generally in the evening. Friends share their desires and favourite things, as well as their favourite drinks.

Aperitif and meal occasion
This moment is all about coming together, toasting the meal and savouring wine or, in some countries and cultures, spirits with your food. Whether it's indoors or outdoors, enjoying an aperitif or a drink with your meal is a special moment anywhere in the world.

2 • PREMIUMISATION AND LUXURY

An upscaling strategy

"OUR AIM IS TO LEAD THE LUXURY SPIRITS SEGMENT GLOBALLY. PERNOD RICARD'S STRATEGY IS BUILT ON CREATING VALUE THROUGH A SYSTEMATIC APPROACH OF BRAND UPSCALING THAT WE CALL PREMIUMISATION. TO DO SO, WE INVENT THE PRODUCTS AND SERVICES THAT WILL ATTRACT AND RETAIN AFFLUENT CONSUMERS AND HIGH-NET-WORTH INDIVIDUALS AROUND THE WORLD."

THIBAUT DE POUTIER DE SONE, Executive VP On-Trade and Luxury Global Business Development

€58,000 M

VALUE OF THE GLOBAL LUXURY WINE AND SPIRITS MARKET

5%

ANNUAL GROWTH RATE OF THE MARKET

GOALS

Capture the phenomenal opportunity for value growth offered by the luxury wine and spirits segment. Already the leader in the Prestige category, Pernod Ricard is seeking to support the growth of the most comprehensive brand portfolio in the industry through its Route to Market approach, in order to target, attract and build loyalty among high-net-worth individuals (HNWIs). The number of HNWIs continues to grow across the world, as does their influence on consumption trends.

1/ PREMIUMISATION

The concept of Premiumisation is intrinsic to Pernod Ricard's strategy. The Group is pursuing a systematic approach to upscaling by offering products of superior quality to those available on the market, by enticing consumers to trade up from local to international spirits, and by exploring new consumption occasions.
The Premiumisation initiative is based on 3 main principles:
- offer products that are more Premium than others on the market, as Pernod Ricard did in India by offering a higher-end range of whiskies than its competitors;
- guide consumers toward international brands rather than local ones, as in Latin America and Africa, where the Top 14 brands are growing at a fast pace;
- explore new consumption occasions centred on Premium brands, like Martell Distinction, which fulfilled Asian consumers' desire for spirits pairings to enjoy with their meals.

2/ THE LUXURY APPROACH

The luxury segment is expanding rapidly worldwide, including in the wine and spirits sector. There are no fewer than 135 million affluent consumers worldwide and 14 million high-net-worth individuals (HNWI). Pernod Ricard targets this category of consumers by continuously strengthening the presence, visibility and activation of its collection of luxury spirits and Champagnes at the iconic establishments (hotels, bars and restaurants) these consumers visit while travelling or during their leisure time.

Pernod Ricard has segmented its Luxury offering into 3 categories – Premium, Prestige and Iconic – as part of its portfolio management strategy. The last category, dubbed LeCercle, holds significant potential for growth in value. The objective is to ensure that the LeCercle portfolio of luxury spirits and Champagnes* is readily available at the iconic establishments where its intended customers stay, travel and play. On-Trade segmentation is carried

out at Group level to ensure these brands are present, visible and activated.
1,600 establishments in 35 markets have already been identified and their performance is monitored on an ongoing basis.

3/ TRAVEL RETAIL

The Travel Retail segment, which consists primarily of airport shops, remains strategic for the Group. Travel Retail is the largest retail market for prestige brands and remains a critical brand-building channel for Pernod Ricard. Prospects for growth are bright, with the number of passengers projected to double in the next 15 years to seven billion travellers. The Group has taken a number of outstanding actions in this area over the past few months. Pernod Ricard is the world leader in Travel Retail, with market share of nearly 40%

3RD

TRAVEL RETAIL IS PERNOD RICARD'S THIRD-LARGEST MARKET WORLDWIDE

40%

MARKET SHARE IN THE TRAVEL RETAIL PRESTIGE SEGMENT (NO. 1)

LECERCLE PORTFOLIO:

Royal Salute 21 Year Old
Royal Salute 38 Year Old
Martell Cordon Bleu
Martell XO
Martell Chanteloup Perspective
Martell Creation Grand Extra
Martell L'OR de Jean Martell
Perrier-Jouët Belle Époque and earlier vintages
Absolut Elyx
Plymouth Gin
Ballantine's 30 Year Old and older
Chivas Regal 25 Year Old and older
The Glenlivet 18 Year Old and older

ROYAL SALUTE ETERNAL RESERVE

Royal Salute introduced The Eternal Reserve, a superb whisky that blends tradition with the contemporary. Through an innovative blending technique, the brand has created a whisky that will, quite literally, live forever.

Mission London is tasked with making sure the LeCercle luxury portfolio is present, visible and activated in London, a city that presents a significant opportunity to showcase the LeCercle portfolio to affluent consumers. The programme has been successful in increasing sales, forging new relationships with key retail customers and raising the profile of LeCercle brands in London's top establishments (restaurants, bars and private clubs).

LeCercle BY PERNOD RICARD

The Icon: symbolising a new era of luxury
Created by blending some of the rarest and oldest whiskies available, Chivas Regal The Icon represents the pinnacle of luxury Scotch whisky.
An ideal blend of the best whiskies from more than 20 distilleries across Scotland, this ultra-prestige creation includes some rare whiskies from distilleries that are now lost forever.

Perrier-Jouët - three core facets
The three core facets that comprise the Perrier-Jouët identity – Allure, Art Nouveau and Craftsmanship – are all on display in the new Belle Epoque Rosé Limited Edition, a collaboration with world-renowned Brazilian artist Vik Muniz. The enchanting design created by the artist, featuring the encounter of a Brazilian hummingbird and the Perrier-Jouët anémone in a flowering setting was on display at launch events in São Paulo, Paris, Shanghai and Tokyo.

Martell Noblige Black Tie
In addition to the tricentennial releases, the brand has also introduced two limited editions:
Martell Noblige Black Tie, in collaboration with the celebrated fashion designer and stylist Jason Wu, and
Martell VSOP Paris Style, created with Jean-Charles de Castelbajac.

HOUSE OF ELYX

Through its innovative House of Elyx concept, Absolut Elyx provides an optimal environment for guests to immerse themselves in the brand's world. At the last Tales of the Cocktail festival in New Orleans, Elyx also launched an iconic object, the Elyx pineapple-shaped copper vessel, redefining how its signature cocktails are meant to be enjoyed. The imaginative piece was met with great enthusiasm, particularly on social networks.

3 • INNOVATION

Creating new brand experiences

"WE HAVE VERY CLEAR OBJECTIVES WHEN IT COMES TO INNOVATION: SHIFTING OUR RANGE OF PRODUCTS AND SERVICES UPMARKET, AND CREATING NEW BRAND EXPERIENCES. INNOVATION UNDERPINS OUR ENTIRE VISION, AMBITION AND ACTIONS. IT IS OUR ABILITY TO INNOVATE THAT ALLOWS US TO CREATE THE CONDITIONS FOR LONG-TERM, PROFITABLE GROWTH."

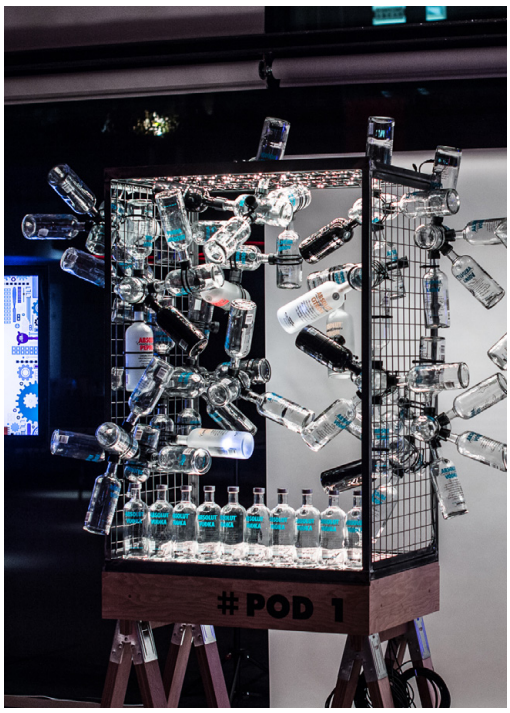
YVES SCHLADENHAUFEN, Innovation and Portfolio Strategy Director, Global Business Development

4%

INNOVATION NOW REPRESENTS 4% OF GROUP SALES. INNOVATION ALSO REPRESENTS A THIRD OF THE GROUP'S SALES GROWTH (2015/16 HALF-YEAR RESULTS).

GOALS

Innovation enables Pernod Ricard to design and develop new products, as well as new services and experiences, in line with its consumer-centric approach. For a wide range of wine and spirits, innovation involves influencing major consumption trends, such as the widespread popularity of craft products and the thirst for new flavours in an increasingly competitive market. Pernod Ricard is rising to this challenge by pooling the expertise of its marketing and sales, HR, R&D, production, legal affairs, finance, and communication teams. A growth driver for Pernod Ricard, Innovation plays a key role in boosting the Group's appeal and represents a valuable competitive advantage. Innovation builds on the 3 major acquisitions Pernod Ricard has completed since 2001, representing a fourth 'big bang'.



1/ CREATE VALUE AND LONG-TERM GROWTH

Anticipating and supporting emerging trends and shining the spotlight on new trends represents a sizeable challenge. Some 8,500 new products are launched on the US market – the largest in the industry – each year. This highly competitive market serves as a breeding ground for the major trends of the future, such as the recent rise of craft products. Faithful to the entrepreneurial spirit that has always been central to the Group, Ricard stimulates innovation at every level of the company. Pernod Ricard has also developed a bona fide innovation ecosystem, in order to maintain a consistent approach throughout the Group. The ecosystem is designed to define and embed innovation processes within the company, in order to guide each idea through the experimentation phase and into production. It also fosters creativity and an experimental mindset, while setting priorities for projects. Once the selected projects have completed the concept phase, trials are conducted on test markets and then the products are gradually rolled out.

2/ INNOVATION ECOSYSTEM

Pernod Ricard has built an innovation ecosystem in line with its leadership aims.
Within the company, individual employees are encouraged to help spur the emergence of new ideas, perpetuating the creative spirit imparted by the Group's pioneers, and in particular Paul Ricard. That is the concept behind the Kangaroo Fund, an in-house innovation fund that gave 18,500 employees the opportunity to develop their own ideas outside the business confines of each affiliate. The Kangaroo Fund completed its second season in 2015. One hundred and fifty projects from the fund have since reached the creative development and trial phase. One of the major innovations of the first season, a project for a cocktail with fresh fruit, is on the verge of being released.
The Breakthrough Innovation Group (BIG) 1 is an entity that operates like a completely integrated yet independent start-up, whose mission is to anticipate major societal trends in order to develop disruptive innovations, with a particular focus on connected conviviality. That approach enabled BIG to create Project Gutenberg 2, a connected cocktail library currently being trialled that represents a disruptive innovation in the field of hometainement.
The Pernod Ricard Research Centre (CRPR) provides the Group with the capabilities required to develop prototypes and carry out micro-production runs. The CRPR also contributes the full range of scientific and technological expertise required for each stage of the innovation process: research and market watch programmes, feasibility studies, prototyping for formulations and packaging.
Lastly, the Global Business Development teams form a core component of the Pernod Ricard innovation ecosystem, helping to prioritise the various innovations originating from different Group entities.

2

1

THERE ARE THREE MAIN TYPES OF INNOVATION AT PERNOD RICARD:

- "conventional" innovations, such as brand extensions, which are mainly driven by employees from the affiliates that own the brands;
- stretch" innovations, where we push the boundaries of our operating methods;
- and breakthrough innovations that usher in new convivialité-related business models.

Kangaroo fund
Everyone Kan-Do

5
PROJECTS FROM THE KANGAROO FUND IN THE CREATIVE DEVELOPMENT AND TRIAL PHASE

ESSENCE OF CUBA

Essence of Cuba is a new range of drinks flavourings created and developed by Havana Club 7 Years. Mainly aimed at bars and restaurants, the four flavourings – Island Fruit, Aromatic Leaf, Coffee and Honey – were all formulated by The Bitter Truth. Essence of Cuba was named one of the five most innovative spirits launches of 2014 in the 'Top 50' list published by *The Spirit Business* magazine.

CHAMPAGNE DELIVERED TO YOUR DOORSTEP!

Launched in November 2014 to coincide with the famous Melbourne Cup horse race, Press for Champagne is an app that lets customers order Champagne on their smartphone in a few simple clicks. The nearest distributor then handles the transaction directly with the customer, arranging delivery and collecting payment.

A double-screen digital innovation
The Champagne house Mumm has teamed up with internationally acclaimed DJ David Guetta. His music video "Dangerous", which shows a Formula 1 race, has garnered 100 million views. The video partly owes its success to its interactive double-screen experience, which enables mobile viewers to interact with what is happening on the screen.

Our/Vodka ililustrates the "stretch" innovation concept perfectly. In a growing number of cities around the world – including Berlin, Seatlle and, most recently, Amsterdam – Absolut teams and the Pernod Ricard Research Centre are helping local entrepreneurs to set up micro-distilleries. The vodkas only contain locally sourced ingredients, taking cues from craft breweries and capitalising on consumers' enthusiasm for buying locally-made, artisanal products that benefit the community. The CRPR provided technical support by supplying turnkey production units for each micro-distillery. While the CRPR explores the future of conviviality in whatever form that might take; its aim is to turn its concepts into tangible business opportunities that can generate future growth. That is the challenge that lies ahead for the Gutenberg Project disruptive innovation concept, which is revolutionising the idea of at-home mixology. The system uses 'book containers': hermetically sealed cases filled with a spirit and connected to a services platform that automatically triggers home delivery when the product dips below a certain level. It also offers a collection of mixology tutorials that include cocktail recipes and customised offers. The BIG is currently running test phases of Gutenberg in the field, with plans for a large-scale launch.

JAMESON CASKMATES

is a great example of the innovation culture at Pernod Ricard. The story goes as follows: Jameson lent whiskey casks previously used to mature Jameson whiskey to the nearby brewery to age its Irish stout; once returned to the distillery, the casks were refilled with Jameson original blend and left to mature. The magical moment that followed resulted in Jameson Caskmates, a delicious new whiskey with notes of coffee, chocolate and hops. Following a very enthusiastic reception from consumers, there are now plans to distribute this innovative whiskey in the USA, South Africa, Australia, Canada and France.

4 • DIGITAL ACCELERATION

Driving value creation

"DIGITAL DOESN'T BEGIN AND END WITH INFORMATION TECHNOLOGIES – THESE TECHNOLOGIES TRANSFORM OUR RELATIONSHIP WITH CONSUMERS AND GROUP EMPLOYEES. IT NEEDS TO BE THOUGHT OF AS A NEW LANGUAGE THAT TRANSCENDS ALL PARTS OF THE COMPANY, ENABLING THE GROUP TO SIMPLIFY, HONE ITS FOCUS AND GO FASTER – THE THREE FUNDAMENTALS OF THE DIGITAL ACCELERATION."

ANTONIA MCCAHON,
Digital Acceleration Director, Global Business Development

90%
OF EMPLOYEES TOOK PART TO THE MOOK DEDICATED TO DIGITAL

GOALS

Incorporate a digital approach into all aspects of Pernod Ricard's business activities. A company-wide Digital Acceleration initiative initiated by top management was launched in 2013, which promotes optimal use of digital technology in all Group functions, while also adding a new dimension to our strategic model. One figure suffices to sum up the scope of this team effort: 20% of Pernod Ricard advertising and promotional investments are now allocated to digital activities.

The Group is developing a new concept – connected conviviality – which dovetails perfectly with its consumer-centric approach. Digital enables brands to transcend conventional advertising to consumers and forge new individual, personalised relationships conducive to interaction and discussion. Digital also plays a role in the Premiumisation of Pernod Ricard products. Brands are able to deliver targeted messages to consumers, as well as content and services with added value, on the media best suited to the task. The digital acceleration at Pernod Ricard focuses specifically on 4 "battlefields" that have mobilised the efforts of the 80 Digital specialists involved in defining the Digital roadmap.

1/ SMART DATA

The Smart Data initiative at Pernod Ricard gathers and effectively utilizes anonymous, behavioural and declarative data in order to gain a better understanding of consumers and better meet their needs. The initiative helps enhance the consumer database in order to better comprehend and segment the various communities around our brand portfolio. These data can originate from web users' interactions with our online content and social media, as well as places of consumption and outlets. These sources provide real-time information on consumers' shopping habits and preferences. The advantages to leveraging big data are twofold. The Group is able to both tailor its offering to suit demand and invest in media more effectively. A multidisciplinary team called the Pernod Ricard Data Lab is tasked with optimising how tens of millions of consumer data elements are organised and processed. This vast database improves how the Group measures the impact of its digital activities and "listens" on social media to gain a better grasp of how consumers experience conviviality.

2/ "EVERYWHERE COMMERCE"

The development of new technologies and the exponential rise of smartphone use in recent years have gradually revolutionised how consumers interact with the products they purchase. E-commerce has naturally emerged as a priority for Pernod Ricard brands. The Group has developed several initiatives to provide consumers with a simple means of buying its products directly. In addition to the development of direct channels, connected commerce involves optimising the offerings of major retailers, ensuring our brands are offered by the largest online retailers, and testing new distribution models.

3/ CONNECTED CONTENT

Pernod Ricard's digital activations aim to raise the profile of its brands on the web, and provide relevant content each time a consumer or web user either performs a relevant web search or makes an online purchase. The Group is planning to develop a vast ecosystem of conviviality content and services in response to the 6 billion annual web searches related to the wine and spirits sector.
The final component of the digital acceleration at Pernod Ricard is brand engagement. In total, Pernod Ricard and its brands published 300,000 pieces of content in 2014 and together have 35 million fans.

4/ DIGITAL CULTURE AND CHANGE

The fourth Digital development priority at Pernod Ricard is to put the means in place to ensure smooth coordination of all resources implemented and top-quality training for all employees. Several initiatives reflect this strategy. A massive online open course (MOOC) called Digifit was offered to 18,500 employees, who responded extremely enthusiastically to the initiative, which aimed to teach all Group employees the basics of digital culture. Over 90% of the employees took the course, which appealed both for its entertaining format and its effectiveness as a learning tool.
In addition, 18,500 Group employees have had access to a powerful digital tool called Chatter since 2012. This enterprise social network developed by Salesforce has quickly become an invaluable tool in the workplace, facilitating communication across borders within the company.

THE CONNECTED BOTTLE

Why embed a bottle of whisky or Champagne with a digital sensor? Two Group brands have already launched the experience and have the answer to this question. Mumm Champagne designed a bottle connected to the bar where it is opened and consumed. Popping the cork unlocks a series of custom effects including a light show, music and videos. The innovative concept was launched at the Formula 1 Monaco Grand Prix.

In the whisky category, Chivas launched a connected bottle system in China that uses a QR code to prevent counterfeiting. Consumers can immediately verify the authenticity of product they are about to purchase via this innovative, simple-to-use system.

BALLOON GLASS OR HIGHBALL?

extending the debate among connoisseurs to Facebook

Ricard launched a large-scale marketing campaign in the lead-up to summer, "Balloon Glass versus Highball". Organised as a contest, the campaign pitted fans of the traditional, "compact and durable" balloon glass that has been a staple on bar counters since 1932, against those who have switched over to the highball glass, the "large and elegant" 16 cl challenger, promoted in 2011 in conjunction with the launch of the new Ricard bottle.

A conversational campaign
In addition to a far-reaching display campaign, the initiative was present on the Internet with a dedicated website and a Facebook campaign that sparked a real conversation between fans on social media. The brand also interacted with consumers via a partnership with MinuteBuzz.com, an independent media site.

www.ballonvsallonge.com/

122,000
PEOPLE REACHED ON FACEBOOK

117,000
FULL VIDEO VIEWS

OVER
9,000
INTERACTIONS (LIKES, SHARES & COMMENTS) ON FACEBOOK

World's Best Bars
The World's Best Bars website and app are growing in popularity across the world. The idea is simple: offer users a selection of the best bars in 50 major world cities and destinations. In addition to providing a description of each establishment and listing its cocktails and specialities, World's Best Bars serves as a full-fledged social network allowing users to leave comments about their experiences at the bars. The website is already receiving 250,000 visits monthly.

Fine-tuning e-CRM with ExactTarget
To maximise the effectiveness of digital campaigns and optimise costs, Pernod Ricard Winemakers and Pernod Ricard España have jointly rolled out an innovative e-CRM solution called ExactTarget. The new software has enhanced the customer database, improved the impact of campaigns and changed how Pernod Ricard Brand Companies, local brands and digital agency partners work together.

A platform for collecting and analysing data
The data management platform rolled out by Pernod Ricard Americas in September 2014 anonymously traces visitor activity on its website and integrates all media, web, mobile and mobile data. The platform then analyses this colossal amount of information, resulting in highly effective campaigns at a very low cost – a best practice that is already yielding results!

Pernod sets its sights on e-commerce
An increasing number of Champagne drinkers and consumers of other Premium and Super Premium products are turning to e-Commerce sites to purchase goods and services with high added value. Pernod picked up on the trend and the digital, marketing and sales departments developed a data collection strategy that has already yielded over 500,000 contacts.

SPOTLIGHT ON SMART DATA

Highly effective targeted promotional campaigns have been developed based on data collected from visitors to the brand websites.

CHIVAS IN MEXICO

In Mexico, Chivas launched a programmatic advertising campaign on several media sites with customised content based on web users' browsing behaviour, to promote "The Venture" (see page 42). Cost per inquiry dropped 30% as a result of the initiative and the content engagement rate increased by 80%.

30%
DECREASE IN COST PER INQUIRY

80%
INCREASE IN ENGAGEMENT RATE

BEEFEATER AND SPOTIFY

a rocking campaign!

Pernod Ricard UK launched an innovative campaign in June 2015 called Beefeater London Sounds. The one-of-a-kind initiative brought together the iconic London gin Beefeater with global music streaming giant Spotify and the UK capital for a digital and urban music journey through the decades.

BALLANTINE'S LAUNCHES A RECORD LABEL

Ballantine's has launched its own record label in Chile, Ballantine's Records, with the aim of forging closer ties with younger consumers. Bands were invited to a house specially restored for the label and fitted out with rehearsal rooms and a recording studio. Each group's performances were uploaded to the Ballantine's Records website and onto social media. In just four months, 20 bands recorded songs and over 51,000 unique visitors logged on to www.ballantinesrecords.cl.

APPENDICES

GROUP HISTORY

BIOGRAPHIES

CONTACT INFORMATION

1975
Creation of Pernod Ricard.

Pernod Ricard was born in 1975 out of the link-up of two companies, **Pernod SA** and **Ricard SA**, long-time competitors in the French anise-based spirits market, by two passionate and visionary entrepreneurs: Paul Ricard and Jean Hémard. The Group that resulted was able to take advantage of increased resources to develop its distribution networks and brand portfolio (Ricard, Pernod, Pastis 51, Suze, Dubonnet, etc.) in France and other countries. In making its initial acquisitions, Pernod Ricard gave priority to whisky, a spirit with one of the highest levels of worldwide consumption, and the United States, the world's biggest Wines & Spirits market. It acquired Campbell Distillers, a producer of Scottish whiskies, in 1975 and Austin Nichols, a US spirits player in 1981.

LAYING THE FOUNDATIONS OF THE WORLDWIDE NETWORK

Given that the best way to develop its brands was to distribute its products itself, the Group gradually opened affiliates in all regions of the world. By acquiring local brands, the Group was able to expand its portfolio and increase the profitability of this network (Mini ouzo in Greece, Zoco pacharán in Spain, Amaro Ramazzotti bitters, Larios gin, ArArAt Armenian brandy, Wyborowa Polish vodka and Becherovka Czech bitters).

1988
Acquisition of Irish Distillers.

1989
Acquisition of Orlando Wyndham group.

1993
Creation of Havana Club International joint venture.

The Group also took over several companies that owned more global brands with significant international potential: Irish Distillers, the top producer of Irish whiskeys and owner of the Jameson, Bushmills, Paddy and Powers brands, and Orlando Wines and Wyndham Estate, the owners of, most notably, Jacob's Creek.

Pernod Ricard and the Cuban company Cuba Ron created Havana Club International in 1993. This joint venture markets and sells Havana Club rum, which has since been one of the world's fastest-growing spirits brands.

2001
Purchase of 39.1% of Seagram's Wines & Spirits businesses.

STRATEGIC REFOCUSING AND TRANSFORMATIVE ACQUISITIONS

In 2001, the Group doubled its size in Wines & Spirits by acquiring Seagram's Wines & Spirits business, making it one of the top three global operators in the sector by consolidating its position in the Americas and Asia. The Group thus held key positions with strong brands in the whisky segment (Chivas Regal, Royal Salute and The Glenlivet), in the cognac segment with Martell, and in the white spirits segment with Seagram's Gin. It also integrated local brands such as Montilla in Brazil and Royal Stag in India.

In parallel to these acquisitions, the Group decided to refocus on its core business and started to withdraw from the food and non-alcoholic beverage segment by selling: Orangina, which it had acquired in 1984; SIAS-MPA, the world leader in fruit preparations for yoghurts and dairy-based desserts; BWG, a wholesaler in Ireland and the United Kingdom; and CSR-Pampryl.

As the market responded positively to the success of the Seagram deal and the Group's efforts to refocus its business strategy, Pernod Ricard entered the CAC 40 in 2003.

2005
Acquisition of Allied Domecq, in partnership with Fortune Brands.

In 2005, Pernod Ricard acquired Allied Domecq, the world's second largest spirits and wine group, in order to strengthen its presence in key growth markets (particularly in North America) and round out its portfolio by adding a number of white spirits and liqueurs: Ballantine's Whisky, Mumm and Perrier-Jouët champagnes, Kalhua liqueur and Beefeater gin, among others.

2008
Acquisition of Vin&Sprit, owner of Absolut.

In 2008, the Group made its third major acquisition by purchasing Vin&Sprit, owner of the premium vodka Absolut, thereby positioning itself as the co-leader in the industry.

2014

Pernod Ricard increases its shareholding in Avión, a Super Premium Tequila.

PURSUING OPPORTUNITIES FOR GROWTH

In 2014, Pernod Ricard took a significant majority stake in the US company Avion Spirits, owner of the ultra-premium tequila brand Avión. The acquisition of Avión reflects the Group's ambitions in the USA, while at the same time demonstrating Pernod Ricard's ability to seize tactical opportunities for external growth in addition to its innovation strategy.

The Group also strengthened its wine portfolio with the strategic acquisition of the Premium Californian wine Kenwood, enabling the Group to reach a critical size in the US wine sector.

The Group sold Caribe Cooler, a major brand in the Mexican ready-to-drink beverage segment. This sale was in line with the Group's strategy to focus on priority spirit and wine brands.

In January 2016, Pernod Ricard acquired a majority share of the high-quality dry-gin brand Monkey 47, produced in the Black Forest region in Germany.

2015

Pernod Ricard celebrates its 40 years

GENERAL MANAGEMENT

ALEXANDRE RICARD
Chairman & Chief Executive Officer

Mr Alexandre Ricard is a graduate of ESCP, the Wharton School of Business (MBA majoring in Finance and Entrepreneurship) and of the University of Pennsylvania (MA in International Studies). After working for seven years outside the Group, for Accenture (Management and Consulting) and Morgan Stanley (Mergers and Acquisitions Consulting), he joined the Pernod Ricard group in 2003, in the Audit and Development Department of the Headquarters.
At the end of 2004, he became the Administrative and Financial Director of Irish Distillers Group, and then CEO of Pernod Ricard Asia Duty Free in September 2006. In July 2008, he was appointed as Chairman and Chief Executive Officer of Irish Distillers Group and became a member of Pernod Ricard's Executive Committee. In September 2011, he joined the Group General Management as Managing Director, Distribution Network and became a member of the Executive Board. Mr Alexandre Ricard was appointed Deputy Chief Executive Officer and Chief Operating Officer by the Board of Directors on 29 August 2012. He was the permanent representative of Société Paul Ricard (a member of the Board), from 2 November 2009 until 29 August 2012, at which time he was co-opted as Director of Pernod Ricard.
On 11 February 2015, the Board appointed Mr Alexandre Ricard Chairman & Chief Executive Officer of Pernod Ricard.

EXECUTIVE BOARD

GILLES BOGAERT,
Managing Director, Finance and Operations

Gilles Bogaert joined the Group in 1995 as an Internal Auditor. He was named Finance and Administration Director of Pernod Ricard Argentina in 1998, and then of Pernod Ricard Central & South America (CESAM) in 2002. In 2003, he became the Group's Audit and Business Development Director at the Headquarters. In 2008, he was named Chairman and Chief Executive Officer of Pernod Ricard Brazil. He has been Managing Director, Finance since 1 July 2009.

BRUNO RAIN,
Managing Director, Human Resources and Corporate Social Responsibility

Bruno Rain joined Pernod Ricard in 1987 as an Internal Auditor. He was appointed Chief Financial Officer of the Group in 1994. In early 1997, he was named Chairman and Chief Executive Officer of Pernod Ricard Argentina. In 2000, he was named Chairman and Chief Executive Officer of the Group's Spanish subsidiary. He became Managing Director, Human Resources on 1 September 2006. In 2010, he was also given responsibility for the Group's Corporate Social Responsibility policies: Responsible Drinking, Environmental Responsibility and Social Ethics.

EXECUTIVE BOARD

IAN FITZSIMONS, General Counsel

A qualified solicitor in England and Wales, Ian Fitzsimons joined Pernod Ricard in 2002 as General Counsel after having held the position of Director of Legal Affairs for Europe and Africa at Seagram.

CONOR McQUAID, Global Business Development Director

Conor McQuaid holds a degree in International Marketing & Languages from Dublin City University and Universidad de Sevilla in Spain. He began his career with Golden Vale Group plc before joining Irish Distillers Ltd in 1998 as Regional Manager for Southern Europe. He subsequently became Regional Director for Europe in 2000 before taking up the position of International Commercial Director of Irish Distillers Ltd in July 2005. He was appointed Managing Director of Pernod Ricard South Africa in July 2011.
As of 1st of March 2015, Conor McQuaid is the Global Business Development Director.

EXECUTIVE COMMITTEE

PHILIPPE GUETTAT, Chairman & CEO of Pernod Ricard Asia

Philippe Guettat, a graduate of HEC Business School, joined Pernod Ricard in 1991 as Export Sales Manager at Renault Bisquit. In 1992, he was appointed Marketing Manager at Prasia Distribution (now Pernod Ricard Singapore). He was promoted to Regional Marketing Director of Pernod Ricard Far East in 1994, before becoming Sales & Marketing Director at Casella Far East Ltd. Hong Kong (now Pernod Ricard Hong Kong). In 1997 he was promoted Managing Director before being named Vice-President, Marketing & International at Pernod. In 2002, he was appointed Managing Director of Pernod Ricard China. In July 2009, he became CEO of the Absolut Company, the Sweden subsidiary in charge of Absolut, Malibu and Kahlúa. CEO of Martell Mumm Perriet Jouët since October 2012, he is appointed Chairman and CEO of Pernod Ricard Asia as of July 1, 2015.

PIERRE COPPÉRÉ, Executive Senior Vice-President in Charge of Growth Initiatives

Pierre Coppéré, a graduate of ESCP Business School, joined SEGM in 1979 as Export Market Manager. He held successive positions as Sales Director for SEGM in Germany, Group Marketing Manager for SEGM, and Sales Director for Renault Bisquit. In 1996 he was appointed Pernod Ricard's Regional Vice-President for Southeast Asia and Managing Director of Perithai (Thailand). In 1997, he was named Managing Director of Polacek and Preco (Poland, Czech Republic and Hungary), and in 1998, Managing Director of Pernod Ricard Nederland. In 2001 he was promoted to Chairman and Chief Executive Officer of Pernod SA. Chairman and Chief Executive Officer of Pernod Ricard Asia since 1st July 2009, Pierre Coppéré is appointed Executive Senior Vice-President in charge of Growth Initiatives as of july 1, 2015.

EXECUTIVE COMMITTEE

JEAN-CHRISTOPHE COUTURES, Chairman and CEO of Pernod Ricard Winemakers

Jean-Christophe Coutures, a graduate of ESCP Business School, joined Pernod Ricard in 1997 as Business Analyst at CSR Pampryl before being appointed Chief Financial Officer of Pernod Ricard Asia in 2000 and Chairman & Chief Executive Officer of Pernod Ricard Korea in 2005. In 2006, he became Managing Director of Jinro Ballantine's Company Limited (JBC) and Jinro Ballantine's Import Company Limited (JBI C). In 2008, he is appointed as head of Pernod Ricard Pacific. In 2010, he became Chairman and Chief Executive Officer of the newly created affiliate Premium Wine Brands, now Pernod Ricard Winemakers.

PHILIPPE DRÉANO, Chairman & CEO of Pernod Ricard Americas

Philippe Dréano, a graduate ESSEC Business School, joined Pernod Ricard in 1989 as Marketing Manager at SEGM. In 1991 he was appointed Regional Export Director for Pernod International and later, in 1994, Managing Director of Perithai (now Pernod Ricard Thailand). In 1996, he was named Managing Director of Pernod Ricard Japan before becoming Chairman and Chief Executive Officer of Pernod Ricard Asia in 2000. He has been Chairman and Chief Executive Officer of Pernod Ricard Americas since 1st July 2009.

CÉSAR GIRON, Chairman & CEO of Martell Mumm Perrier-Jouët

A graduate of the École Supérieure de Commerce de Lyon, Mr César Giron joined the Pernod Ricard group in 1987 where he has spent his entire career. In 2000, he was appointed CEO of Pernod Ricard Swiss before becoming Chairman and CEO of Wyborowa SA in Poland in December 2003.
Chairman and CEO of Pernod, (a French subsidiary of Pernod Ricard) since 1 July 2009, Mr César Giron is appointed Chairman and CEO of Martell Mumm Perrier-Jouët (MMPJ) as of July 1, 2015.

PHILIPPE SAVINEL, Chairman & CEO of Ricard and Pernod

Philippe Savinel, a graduate of ESSEC Business School, joined Pernod Ricard in 1985 as Internal Auditor before heading up the Budget Planning department at the Headquarters in 1987. In 1989 he was appointed Chief Financial Officer of Orangina and in 1993 he joined the Ricard company where he became Finance Director and then National Sales Director in 1997. In 2001 he was appointed Chief Executive Officer of Irish Distillers.
Chairman and Chief Executive Officer of Ricard SA since 2005, Philippe Savinel has been appointed Chairman and CEO of Pernod as of July 1, 2015.

EXECUTIVE COMMITTEE

PAUL DUFFY
Chairman & CEO of The Absolut Company

Paul Duffy, 46, BBS Trinity College, FCA, joined Pernod Ricard as Assistant Finance Director Treasury / Planning of Irish Distillers Limited. In January 1996, he was appointed Financial Controller Irish Distillers Group, and became its Finance Director in March 1997. In January 2001 he was appointed Chairman & CEO of Pernod Ricard UK and in May 2005, took up the position of Chairman & CEO of Irish Distillers Group. In July 2008, he became President and CEO of Pernod Ricard USA and since September 2012 , he became the CEO of The Absolut Company.

CHRISTIAN PORTA, Chairman & CEO of Pernod Ricard Europe

Christian Porta, is a graduate from ESCP Business School. After starting his career at Arthur Andersen in Audit Services for four years, he joined Pernod Ricard in 1988 as an Internal Auditor following which he became Head of Financial Services at the Headquarters. In 1994 he was appointed Finance and Administration Director at Pernod, before moving to London in 1998 as Managing Director of Campbell Distillers. In 1999 he was appointed Chairman and CEO of Orlando Wyndham, based in Australia, before moving back to London at the beginning of 2004 as Chairman and CEO of Chivas Brothers. Since the 1st of July 2013, he is the Chairman & Chief Executive Officer of Pernod Ricard Europe.

ANNA MALMHAKE, Chairman & CEO of Irish Distillers

Anna Malmhake holds a Bachelor of Social Science, Business and Law degree from the University of Stockholm. She started her career in 1991 at Procter & Gamble in Sweden and then joined The Coca Cola Company in Stockholm at the end of 1996 where she held various marketing positions.
From 2001 to 2003, Anna worked for Motorola in Sweden, London and Chicago. Returning to work in Sweden at the end of 2003, she became Managing Director of Temo AB, a Swedish consulting firm in the fields of consumer insights, opinion polls and innovation. She joined the Absolut Company in 2007 as Global Brand Director and, in September 2009, was appointed Marketing Director of the Absolut Company.
Anna joined Irish Distillers Pernod Ricard as Chairman & CEO on September 1st 2011.

LAURENT LACASSAGNE, Chairman & CEO of Chivas Brothers

Laurent Lacassagne is a graduate from HEC Business School (Paris). He joined the Group in 1988 as Internal Auditor at Pernod Ricard before being appointed Finance and Administration Director of Besserat de Bellefon, Cusenier, then SEGM (former name for Pernod Ricard Europe). In January 1997, he was appointed Group Finance Director, before moving to Australia in November 2003 as Chairman & CEO of Orlando Wyndham. In February 2006 he was appointed Chairman & CEO of Pernod Ricard Pacific and in July 2008 he took the position of Chairman and CEO of Pernod Ricard Europe. Since the 1st of July 2013, he is the Chairman & Chief Executive Officer of Chivas Brothers.

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