

ANNUAL REPORT
2013 / 2014

TRANS MISSION



Barry Crockett and Brian Nation (Irish Distillers):
For some ten years, Barry has been passing on to Brian
all his expertise as Master Distiller.
A knowledge that Barry acquired for 47 years
working for Jameson.



Pernod Ricard
Créateurs de convivialité

AT A GLANCE

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2013 / 2014

AT A GLANCE








INTRODUCTION

CREATED BY THE LINK-UP OF THE FRENCH PERNOD AND RICARD COMPANIES IN 1975, TODAY PERNOD RICARD IS THE WORLD CO-LEADER OF WINE & SPIRITS.

THE GROUP CONDUCTS OVER 90% OF ITS BUSINESS OUTSIDE OF FRANCE. SINCE ITS INCEPTION, IT HAS GROWN BOTH ORGANICALLY AND THROUGH A SERIES OF ACQUISITIONS, OF WHICH THREE WERE PARTICULARLY TRANSFORMATIONAL: SEAGRAM (2001), ALLIED DOMECQ (2005) AND VIN&SPRIT (2008) WERE PURCHASED FOR A TOTAL OF CLOSE TO €20 BILLION.

TODAY, THE GROUP BOLDLY DECLARES ITS AMBITION: TO BECOME THE NUMBER 1 IN THE INDUSTRY. ALREADY THE LEADER OF THE PREMIUM SEGMENT, THE ONE THAT CONTRIBUTES THE MOST TO THE SECTOR'S GROWTH, PERNOD RICARD HAS OPTED FOR A SUSTAINABLE GROWTH MODEL BASED ON 5 DRIVERS.



THE FIVE STRATEGIC DRIVERS

02 **PREMIUMISATION and INNOVATION: accelerators of value creation**

Pernod Ricard's strategy is built on creating value through a systematic policy of brand upscaling, or 'Premiumisation'. This value strategy is part of a long-term vision based on strong and continuous investment in the Group's strategic brands. Pernod Ricard is one of the industry's biggest investors in marketing expenditure, which represents close to 20% of its net sales.

The Group invests heavily and continually to bring about innovation. It is placed at the heart of its ambition, vision and work. Innovation isn't just about marketing, it concerns all areas of the business: sales, human resources, production, legal, finance and communications. By creating the conditions for profitable and sustainable growth, the Group intends to consolidate its position as leader of the Premium and Prestige segment.

05

BRANDS: A comprehensive portfolio of international Premium brands, driving the Group's growth

Since its beginning, and particularly over the last decade, Pernod Ricard has built one of the most comprehensive portfolios of Premium brands in the industry on an international scale. This portfolio covers all spirits categories and is illustrated by the 'House of Brands' concept, which classifies the Group's priority brands into three segments:

- ◆ the 'Top 14', which consists of the Group's 14 strategic spirits and champagne brands. The Top 14 includes:
 - 2 global icons,
 - 7 strategic Premium spirits brands,
 - 5 Prestige spirits and champagne brands;
- ◆ the 4 priority Premium wine brands;
- ◆ the 18 key local spirits brands.

03

DECENTRALISATION: A unique organisation to capture all growth opportunities

Pernod Ricard's organisation is unique in its industry. The Group has opted for decentralisation: the 80 Market Companies are all managed as independent profit centres and form a wholly owned distribution network that is fully committed to its brands. This structure ensures decision-making that is closer to the markets, enabling the Group to respond more swiftly to the needs of customers and consumers.

This flexible and responsive structure has consistently shown its ability to boost individual motivation and collective performance. This is the case in its historical markets and emerging markets alike, where Pernod Ricard teams are optimally positioned to take full advantage of every opportunity for growth.

04

CULTURE: A strong corporate culture driven by 18,000 employees

In a decentralised organisation, it is the corporate culture that binds everyone together. At Pernod Ricard, this culture is grounded in three values:

- entrepreneurial spirit;
- mutual trust;
- and a strong sense of ethics.

The policy of Human Resources management promotes leadership skills, mobility and diversity and encourages an attitude of conviviality. This corporate culture is seen as a real competitive asset.

05

A HISTORICAL COMMITMENT TO ETHICS, of which every employee is an ambassador

There is no leadership without a deep sense of responsibility. Since it was founded, the Group has been committed to Corporate Social Responsibility. It has set up a model based on four areas of commitment:

- empower our employees;
- promote responsible drinking;
- protect our planet;
- develop our local communities and involve our partners.

KEY FIGURES



(1) Source: Impact 2013, published in February 2014.
(2) Organic growth.

KEY DATES

2014

Pernod Ricard strengthens its portfolio: in April, the Group acquires Kenwood, a Premium Californian wine, and in July increases its shares in super-Premium Tequila Avión. Launch of the 'Allegro' operational efficiency project.

2013

Pernod Ricard accelerates its presence in Africa. Six affiliates set up in the continent's key markets: Ghana, Angola, Kenya, Namibia, Nigeria and Morocco.

2008

Acquisition of Vin&Sprit, the owner of ABSOLUT, making Pernod Ricard the world co-leader of the industry.

2005

Acquisition of Allied Domecq, in partnership with Fortune Brands. The Group doubles in size and becomes the world number 2 in Wine & Spirits.

2001

Purchase of 39.1% of Seagram's Wine & Spirits businesses: integration of Chivas Regal Scotch whisky and Martell cognac.

1993

Pernod Ricard and the Cuban company Cuba Ron create Havana Club International, a 50/50 joint venture for the marketing and distribution of Havana Club rum.

1989

Acquisition of the Orlando Wyndham Group, an Australian producer of wines, including the Jacob's Creek brand.

1988

Acquisition of Irish Distillers, the leading producer of Irish whiskey and owner of Jameson.

1975

Pernod Ricard is created by the link-up of two French anise-based spirits companies: Pernod, which was founded in 1805, and Ricard, founded by Paul Ricard in 1932.

HOUSE OF BRANDS

A HOUSE OF BRANDS TO SEGMENT AN INTERNATIONAL
PREMIUM BRAND PORTFOLIO

2

GLOBAL ICONS



7

STRATEGIC
PREMIUM SPIRITS
BRANDS



18

KEY
LOCAL
BRANDS



The Pernod Ricard House of Brands is comprised of:

◆ The Top 14 spirits and champagne brands, including:

2 global icons: distributed across all channels, they are priority growth drivers in each market and receive substantial advertising and promotional investment.

7 Premium brands: destined to become the icons of tomorrow, these seven brands are distributed in all channels. They are supported by significant investment, which is targeted according to local market conditions.

5 Prestige brands: flagships of the Group's Premiumisation strategy, these brands are particularly appealing to consumers who are drawn to luxury and expect an exclusive and privileged relationship. They are mainly offered in select channels (wine merchants, prestigious establishments, etc.).

◆ 4 priority Premium wine brands: increasingly popular during moments of consumption previously reserved for spirits, such as the aperitif, priority wines have been grouped by Pernod Ricard into one organisation in order to develop a global portfolio strategy.

◆ 18 key local spirits brands: through their strong local presence, particularly in the off-trade segment, they ensure the Group's leadership in strategic markets.



5

**STRATEGIC
PRESTIGE SPIRITS
AND CHAMPAGNE
BRANDS**

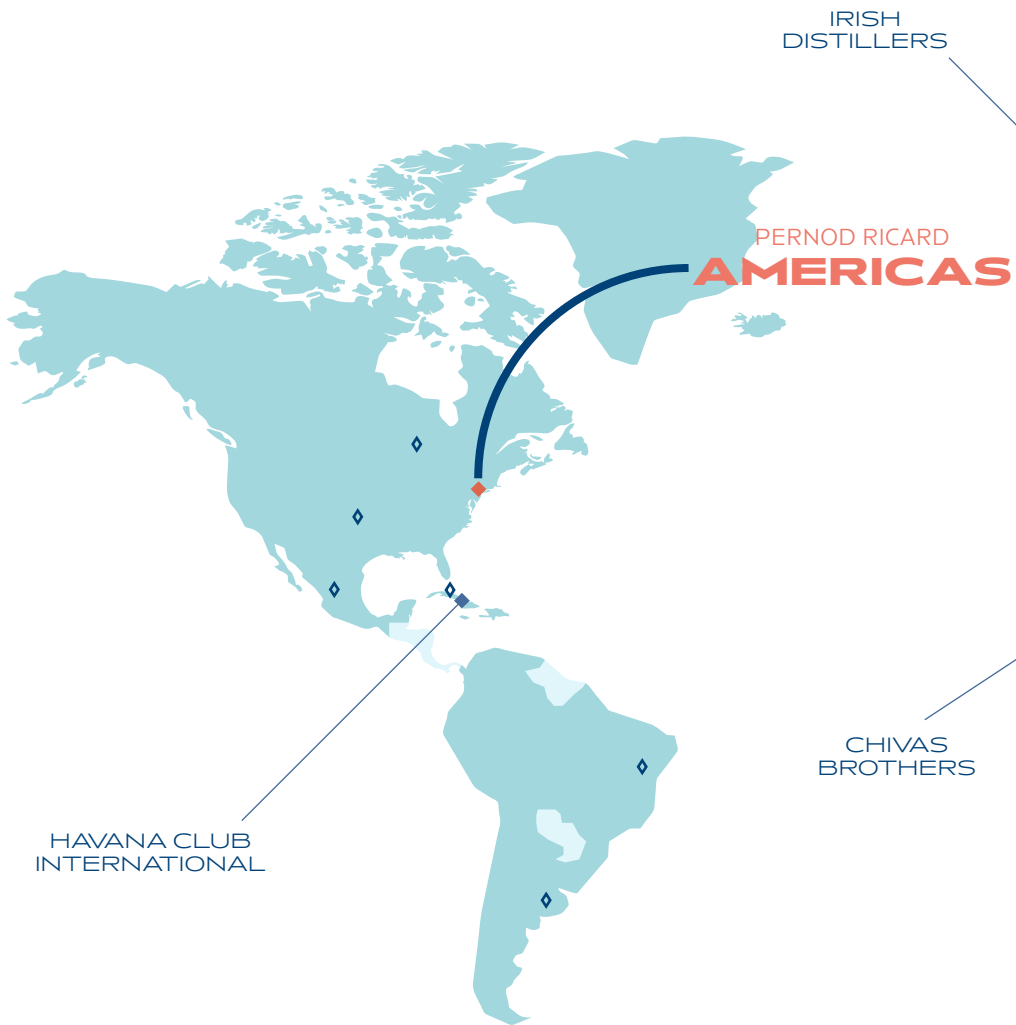


4

**PRIORITY
PREMIUM WINE
BRANDS**



PERNOD RICARD WORLDWIDE



HEAD OFFICES BRAND COMPANIES

Havana / Cuba
Paris / France
Dublin / Ireland
London / United Kingdom
Stockholm / Sweden
Sydney / Australia

HEAD OFFICES PERNOD RICARD REGIONS

New York / USA
Paris, Marseille, Créteil / France
Hong Kong / China


**PERNOD RICARD
LOCATIONS**

101 PRODUCTION SITES IN 23 COUNTRIES

Argentina - Armenia - Australia
Brazil - Canada - China - Cuba
Czech Republic - England - Finland
France - Greece - India - Ireland
Italy - Mexico - New Zealand
Poland - Scotland - South Korea
Spain - Sweden - USA

3
REGIONS⁽¹⁾

6
BRAND
COMPANIES

80
MARKET
COMPANIES

101
PRODUCTION
SITES



(1) Asia and Rest of the World, Americas, Europe (including France).

BOARD OF DIRECTORS

PERNOD RICARD'S BOARD OF DIRECTORS OVERSEES THE GROUP'S GOVERNANCE, IN ACCORDANCE WITH ETHICS AND TRANSPARENCY RULES.

COMBINING PERSONALITIES WITH COMPLEMENTARY EXPERIENCE AND SKILLS, IT ENSURES THAT STRATEGY IS RESPECTED. IT ALSO GUARANTEES THAT THE GROUP'S MANAGEMENT IS CARRIED OUT IN THE BEST INTERESTS OF THE BUSINESS AND ITS SHAREHOLDERS.

Organisation and method of operation

The Board of Directors is composed of 16 members, including two Directors representing employees, as well as seven independent Directors. It should be noted that the two Directors representing employees are not taken into account when ascertaining the Board's independence. Pernod Ricard applies the independence criteria provided for in the AFEF-MEDEF corporate governance code.

Separation of the roles of Chairman and Chief Executive Officer

In order to adapt the Group's governance and allow for natural succession within the Company's executive management, the Board of Directors separated the role of the Chairman from that of the Chief Executive Officer in 2008. The Chairman of the Board of Directors organises and directs the Board's operations and reports these developments back to the Shareholders' Meeting. He or she oversees the proper functioning of the Company's managing bodies and in particular, ensures that the Directors are in a position to fulfil their duties. The Chief Executive Officer is granted full powers to act in the name of the Company under any circumstances.

Changes in the composition of the Board of Directors during the financial year

The Shareholders' Meeting of 6 November 2013 renewed the directorships of Danièle Ricard, Laurent Burelle, Michel Chambaud and Société Paul Ricard SA represented by Paul-Charles Ricard for four years, and renewed the term of office of Anders Narvinger for two years.

During the financial year ended 30 June 2014, the Board of Directors met eight times with an attendance rate of 97.5%. Meetings lasted approximately 3½ hours on average.

The Board approved the annual and interim financial statements and the terms of financial communications, reviewed the budget, prepared for the Combined (Ordinary & Extraordinary) Shareholders' Meeting, and approved the draft resolutions. The current state of the business was discussed at each of these meetings, including operations, results and cash flow.

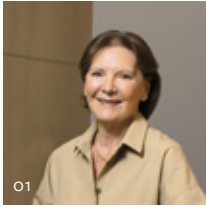


Subsequent changes in the composition of the Board of Directors

Since the terms of office of Martina Gonzalez-Gallarza and Ian Gallienne will expire at the close of the Shareholders' Meeting of 6 November 2014, in accordance with the recommendations of the Nominations and Governance Committee, the renewal of said terms for a period of four years will be proposed.

In addition, Michel Chambaud informed the Board of Directors of his decision to resign from his position as a Director of the Company with effect from 6 November 2014.

In order to replace Michel Chambaud, based on the recommendation of the Nominations and Governance Committee, the Board of Directors decided to propose to the Shareholders' Meeting of 6 November 2014 the appointment of Gilles Samyn as an Independent Director for a four-year term.



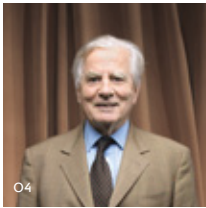
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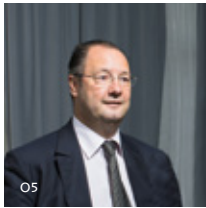
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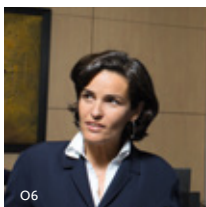
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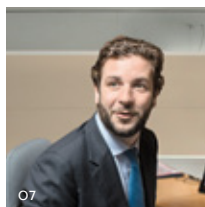
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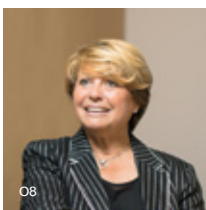
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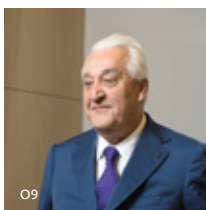
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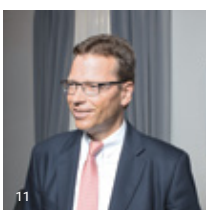
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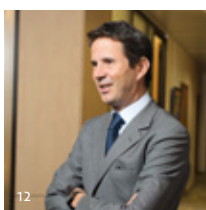
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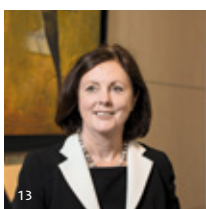
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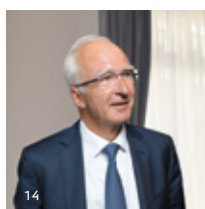
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17



18

**As at 27 August 2014,
the Board of Directors was
composed of:**

01

DANIÈLE RICARD

Chairwoman of the Board of Directors

02

PIERRE PRINGUET

Vice-Chairman of the Board of Directors
and Chief Executive Officer

03

ALEXANDRE RICARD

Deputy Chief Executive Officer
and Chief Operating Officer

04

FRANÇOIS GÉRARD

05

CÉSAR GIRON

06

**MARTINA GONZALEZ-
GALLARZA**

07

PAUL-CHARLES RICARD

Permanent Representative
of Société Paul Ricard

08

NICOLE BOUTON⁽¹⁾

09

LAURENT BURELLE⁽¹⁾

10

MICHEL CHAMBAUD⁽¹⁾

11

WOLFGANG COLBERG⁽¹⁾

12

IAN GALLIENNE⁽¹⁾

13

SUSAN MURRAY⁽¹⁾

14

ANDERS NARVINGER⁽¹⁾

15

SYLVAIN CARRÉ⁽²⁾

16

MANOUSOS CHARKOFTAKIS⁽²⁾

(1) Independent Director.
(2) Director representing employees.

COMMITTEES OF THE BOARD OF DIRECTORS

THE BOARD OF DIRECTORS DELEGATES RESPONSIBILITY TO ITS SPECIALISED COMMITTEES FOR THE PREPARATION OF SPECIFIC TOPICS SUBMITTED FOR ITS APPROVAL. THREE COMMITTEES HANDLE SUBJECTS IN THE AREA FOR WHICH THEY HAVE BEEN GIVEN RESPONSIBILITY AND SUBMIT THEIR OPINIONS AND RECOMMENDATIONS TO THE BOARD: THE AUDIT COMMITTEE, THE COMPENSATION COMMITTEE AND THE NOMINATIONS AND GOVERNANCE COMMITTEE.

Audit Committee

Composition at 27 August 2014:

Chairman:
Michel Chambaud⁽¹⁾
Members:
Susan Murray⁽¹⁾
Wolfgang Colberg⁽¹⁾
François Gérard

Three of the four Directors who sit on the Audit Committee (75%) are independent Directors. The members of the Audit Committee were specifically chosen for their expertise in accounting and finance, assessed in terms of their training and professional experience.

The Internal Regulations of the Audit Committee, updated during the year, were approved at the Board of Directors' meeting of 21 January 2014. The Audit Committee met four times in 2013/2014 with an attendance rate of 94%.

In accordance with its Internal Regulations and in liaison with the Statutory Auditors and the Consolidation, Finance and Internal Audit Departments of the Company, the Audit Committee's work mainly related to the following issues:

- ◆ Review of the main provisions of French and foreign legislation or regulations, reports and commentaries with regard to corporate governance, risk management, Internal Control and audit matters;
- ◆ Review of the interim financial statements at 31 December 2013 during the meeting of 11 February 2014;
- ◆ Review of the consolidated financial statements at 30 June 2014 (these financial statements were reviewed at the meeting of 26 August 2014): the Audit Committee met with Management and with the Statutory Auditors in order to discuss the financial statements and accounts, and their reliability for the whole Group. It notably examined the conclusions of the Statutory Auditors and the draft presentation of financial reporting;
- ◆ Monitoring of the Group's cash flow and debt;
- ◆ Risk management: the Group's main risks are regularly presented in a detailed presentation to the Audit Committee (the meetings of 10 December 2013 and 16 June 2014 were mainly dedicated to risk management). In addition, customer risk management and the monitoring of business continuity plans were subject to cross-functional reviews in 2013/2014, in order to strengthen the processes in place in the Group's affiliates. The Internal Regulations of the Audit Committee and the Internal Audit Charter were updated during the year;

◆ Approval of the Group's Internal Audit plan for 2014/2015 at the meeting of 16 June 2014. This Audit plan was prepared and approved, taking into account the Group's main risks;

◆ Internal Control assessment: the Group sent its affiliates a self-assessment questionnaire making it possible to evaluate whether their Internal Control system was adequate and effective. Based on the Group's Internal Control Principles and in compliance with the French Financial Markets Authority (AMF) reference framework for risk management and Internal Control ("*Cadre de référence de l'Autorité des Marchés Financiers (AMF) sur le dispositif de gestion des risques et de Contrôle Interne*") and the latter's Application Guide published in 2007 and updated in July 2010, this questionnaire covers corporate governance practices, operational matters and IT support. Responses to the questionnaire were documented and reviewed by the Regions and the Group's Internal Audit Department. An analysis of the returned questionnaires was presented to the Audit Committee at the meeting on 26 August 2014;

◆ Review of Internal Audit reports: in addition to the audits and checks carried out by the various affiliates on their own behalf, 23 Internal Audits were performed in 2013/2014 by the Internal Audit teams. A full report was drawn up for each audit covering the types of risks identified – operational, financial, legal or strategic – and their management. Recommendations are issued when deemed necessary. The Audit Committee approves the recommendations of all the audit reports issued and checks the progress in implementing the recommendations from previous audits.

Nominations and Governance Committee

composition at 27 August 2014:

Chairwoman: Nicole Bouton⁽¹⁾
Members:
Anders Narvinger⁽¹⁾
César Giron

Two of the three Directors of the Nominations and Governance Committee (i.e. 66.66%) are independent Directors. The Chief Executive Officer, Pierre Pringuet, is associated with the work of the Committee in matters relating to the appointment of Directors.

During the 2013/2014 financial year, the Committee met five times with an attendance rate of 100%.

The activities of the Nominations and Governance Committee have included:

- ◆ Formalisation of the schedule and method of appointment of Directors representing employees, annual review of the independence of Board members;
- ◆ Annual self-assessment of the operation of the Board and drafting of recommendations;
- ◆ Study and proposal of the Board's composition in terms of the number of female Directors;
- ◆ Review and analysis of the insurance policy covering Directors and Executive Directors;
- ◆ Meeting of Committee members and the designated Directors representing employees;
- ◆ Thoughts on the future composition and reduction of the Board of Directors;
- ◆ Update of the Internal Regulations of the Nominations and Governance Committee;
- ◆ Annual review of Pernod Ricard SA's policy on equal opportunities and pay;
- ◆ Annual review of the Group's Talent Management policy and presentation of the succession plans for the Group's main leaders.

Compensation Committee

composition at 27 August 2014:

Chairwoman: Nicole Bouton⁽¹⁾
Members:
Anders Narvinger⁽¹⁾
Ian Gallienne⁽¹⁾
Manousos Charkoftakis,
Employee Director

All Directors sitting on the Compensation Committee, excluding the Employee Director, are independent Directors (100%). During the 2013/2014 financial year, the Compensation Committee met six times with an attendance rate of 100%. The Compensation Committee's main task is to set out the policy for remunerating the Group's Executive Director(s) in line with the recommendations of the AFEP-MEDEF Corporate Governance Code to which the Company adheres. Further details of the work of the Compensation Committee are provided in the paragraph "Directors' compensation" in Section 4 "Management Report" of the Registration Document.

(1) Independent Director.

MANAGEMENT STRUCTURES

THE GROUP'S MANAGEMENT STRUCTURES ARE ORGANISED AROUND THE GENERAL MANAGEMENT, THE EXECUTIVE BOARD AND THE EXECUTIVE COMMITTEE. THE EXECUTIVE BOARD IS COMPOSED OF THE GENERAL MANAGEMENT AND THE GENERAL COUNSEL. THE EXECUTIVE COMMITTEE IS COMPOSED OF THE EXECUTIVE BOARD AND THE CHAIRMEN OF THE DIRECT AFFILIATES.

General Management

For the 2013/2014 financial year, the Group's General Management was carried out by the Chief Executive Officer, the Deputy Chief Executive Officer and Chief Operating Officer (also Managing Director, Markets⁽¹⁾), and three Managing Directors responsible for

- Brands⁽¹⁾,
- Finance,
- Human Resources and Corporate Social Responsibility.

Executive Board

The Executive Board is the permanent body responsible for coordinating the Group's Management. It is comprised of the General Management and the General Counsel. The Executive Board defines the Group's strategy and objectives, and initiates and reviews all decisions relating to the Group's affairs. It submits such matters to the Board of Directors when its approval is required. Lastly, it organises the work of the Executive Committee and defines its members' objectives, in particular through the four-year plan, the budget and reviews of ongoing activities.

At 24 September 2014, the Executive Board is composed of:⁽²⁾

PIERRE PRINGUET
Vice-Chairman of the Board and Chief Executive Officer

ALEXANDRE RICARD
Deputy Chief Executive Officer and Chief Operating Officer

THIERRY BILLOT
Managing Director, Brands

GILLES BOGAERT
Managing Director, Finance

BRUNO RAIN
Managing Director, Human Resources and Corporate Social Responsibility

IAN FITZSIMONS
General Counsel

(1) From February 2015, as part of the Allegro operational efficiency project, all of the members of the Executive Committee (Managing Directors of the Regions and Brand Companies) will report directly to the Group's Chief Executive Officer. The functions of Managing Director, Brands, and Managing Director, Markets, will not be replaced.

(2) Due to the changes initiated by the Allegro project and announced after the close of the financial year, all management structures described in this Annual Report are presented as at 24 September 2014, the date on which the report was filed with the AMF. Recent changes are indicated by a footnote.

THE EXECUTIVE COMMITTEE

THE EXECUTIVE COMMITTEE
IS THE GROUP'S MANAGING BODY
THAT BRINGS TOGETHER
THE EXECUTIVE BOARD AND THE
CHAIRMEN OF DIRECT AFFILIATES.



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The Executive Committee helps to develop the Group's strategy and coordinates between the Holding Company and its affiliates, as well as between the affiliates themselves (Brand Companies and Market Companies). Under the General Management's authority, it is responsible for conducting the Group's business activities and ensuring that its main policies are applied.

In this capacity, during its monthly meetings (11 per year), the Executive Committee:

- ◆ analyses the progress of the Group's activities;
- ◆ actively participates in setting financial and operating objectives (financial results, debt and qualitative objectives);
- ◆ reviews brand and market strategies, analyses results and evaluates any changes in the organisation;
- ◆ approves and implements the Group's main policies.

At 24 September 2014, the Executive Committee is composed of:

01
LAURENT LACASSAGNE
Chairman & CEO of Chivas Brothers

02
BRUNO RAIN
Managing Director, Human Resources and Corporate Social Responsibility

03
PHILIPPE GUETTAT
Chairman & CEO of Martell Mumm Perrier-Jouët

04
GILLES BOGAERT
Managing Director, Finance

05
ALEXANDRE RICARD
Deputy Chief Executive Officer and Chief Operating Officer

06
PAUL DUFFY
Chairman & CEO of The Absolut Company

07
CHRISTIAN PORTA
Chairman & CEO of Pernod Ricard EMEA

08
THIERRY BILLOT
Managing Director, Brands

09
PIERRE PRINGUET
Vice-Chairman and Chief Executive Officer

10
IAN FITZSIMONS
General Counsel

11
PIERRE COPPÉRÉ
Chairman & CEO of Pernod Ricard Asia

12
PHILIPPE SAVINEL
Chairman & CEO of Société Ricard

13
JEAN-CHRISTOPHE COUTURES
Chairman & CEO of Pernod Ricard Winemakers

14
ANNA MALMHAKE
Chairwoman & CEO of Irish Distillers

15
CÉSAR GIRON
Chairman & CEO of Société Pernod

16
PHILIPPE DRÉANO
Chairman & CEO of Pernod Ricard Americas



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HOLDING COMPANY MANAGEMENT

The primary objectives of the Holding Company's management are:

- ◆ to prepare and coordinate the decisions and actions to be taken by the Holding Company;
- ◆ to exchange information on the Group's operations, and on actions undertaken or to be taken by each of the operational management departments;
- ◆ to prepare for specific decisions that are the responsibility of the Group's General Management.

At 24 September 2014, the Holding Company's management is composed of:

JEAN-BAPTISTE BRIOT
Financial Control Director

OLIVIER CAVIL
Communications Director

JOHN CORRIGAN
Operations, Research
and Development Director

OLIVIER GUELAUD
Treasury Director

ANDRÉ HÉMAR
Corporate Social Responsibility Director

ARMAND HENNON
Public Affairs Director,
France

VICTOR JEREZ
Audit and Development Director

JAIME JORDANA
Human Resources Development
Director

MATHIEU LAMBOTTE⁽¹⁾
Chief Information Officer

ALBAN MARIGNIER
Pernod Ricard University Director

CONOR MCQUAID⁽¹⁾
Chief Marketing Officer

GWÉNAEL MORIN⁽¹⁾
Tax Director

THIBAUT DE POUTIER DE SONE
Commercial Development Director

MATHIEU PROT
Intellectual Property Director

PHILIPPE PROUVOST
Corporate Affairs Director
and Secretary of the Board

MARTIN RILEY⁽¹⁾
Chief Marketing Officer

JEAN RODESCH
Institutional Affairs
and CSR Director

JEAN TOUBOUL⁽²⁾
Financial Communication
and Investor Relations Director

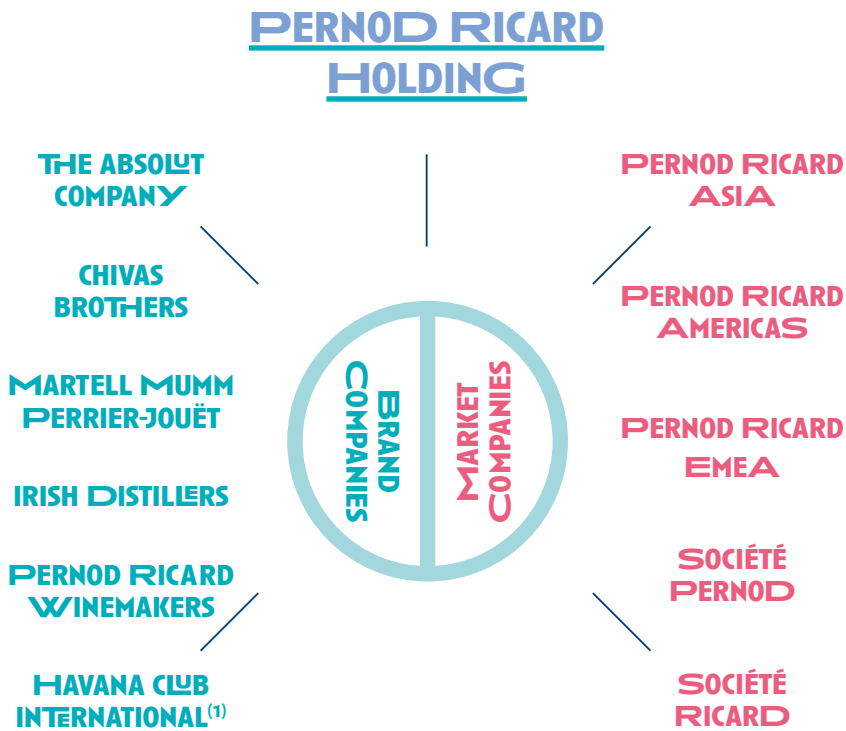
(1) With effect from 1 September, Mathieu Lambotte was appointed Chief Information Officer, replacing Jean Chavinier, who had announced his retirement; Gwénael Morin was appointed Tax Director, replacing Julien Soisson who was appointed Chief Financial Officer at Irish Distillers (Jameson); and Conor McQuaid was provisionally appointed Chief Marketing Officer. He is working closely with Martin Riley, who he will succeed on 1 January 2015.

(2) With effect from 1 October, Julia Massies is appointed Financial Communication and Investor Relations Director, replacing Jean Touboul who was appointed Managing Director of Pernod Ricard Taiwan.

ORGANISATION

DECENTRALISATION IS THE FOUNDING PRINCIPLE BEHIND PERNOD RICARD'S ORGANISATION AND OPERATIONS.

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 is as close as possible to the consumer. The Allegro operational efficiency project seeks to reinforce this principle, by refocusing the various entities around their priority objectives, whilst enhancing the fluidity and pertinence of the exchanging of information by developing common tools. The Holding Company defines the major strategic guidelines, coordinates global actions, and monitors compliance with the Group's policies.



The Brand Companies

are located in their home countries of their portfolio. They are in charge of developing the overall strategy of the brands and activation solutions enabling the Market Companies to ensure their local implementation. They are also responsible for the production and management of their industrial facilities.

The Holding Company

defines the Group's strategy and oversees its implementation. Its responsibilities are centred on three main areas:

- ◆ Governance functions (strategy, mergers and acquisitions, financing, legal affairs, corporate communication, talent management, corporate social responsibility, etc.)
- ◆ Cross-functional initiatives with high added value (digital marketing, luxury, innovation, etc.) as part of the merger of the Marketing and Sales divisions
- ◆ Shared resources (Pernod Ricard Research Centre, IT, etc.)

The Market Companies

are 80 companies linked to regions (Pernod Ricard Asia, Pernod Ricard Americas, Pernod Ricard EMEA), with the exception of the two French Market Companies, Pernod and Ricard. Their mission is to activate the Group's international brand strategies in their markets in order to manage local and regional brands. They also ensure the implementation of the Group's strategy and key policies in their markets.

(1) Joint venture.

KEY PRINCIPLES OF CSR

Pernod Ricard is convinced that its financial performance is inseparable from its social responsibility. It aims to always reconcile economic efficiency with social welfare and environmental protection.

The Group fully complies with the ten principles of the United Nations' *Global Compact*. A pioneer in CSR, for over 40 years Pernod Ricard has made ethics a key principle of its growth.

The Group continues to build on its founders' legacy with a CSR platform built around four areas of commitment: The first is the empowerment of employees, both as beneficiaries and as ambassadors of the Group's CSR commitment. As part of its second area of commitment, responsible drinking, the Group held its annual Responsib'ALL Day event on 22 June 2014. From Auckland to Los Angeles,

Pernod Ricard employees took a break from their normal work to dedicate their day to promoting responsible drinking.

The other two priority areas for Pernod Ricard are the protection of the planet and the development of local communities. The Group is committed to preserving the land from which its brands originate and to building partnerships with the communities surrounding its sites.

THE GROUP'S VALUES

A WAY
OF WORKING
—
DECENTRALISATION

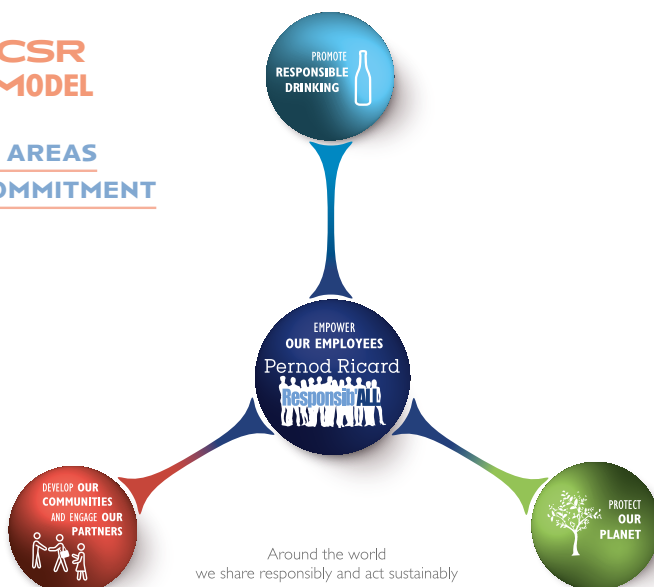
ENTREPRENEURIAL SPIRIT
—
MUTUAL TRUST
—
SENSE OF ETHICS

A WAY
OF BEING
—
CONVIVIALITY

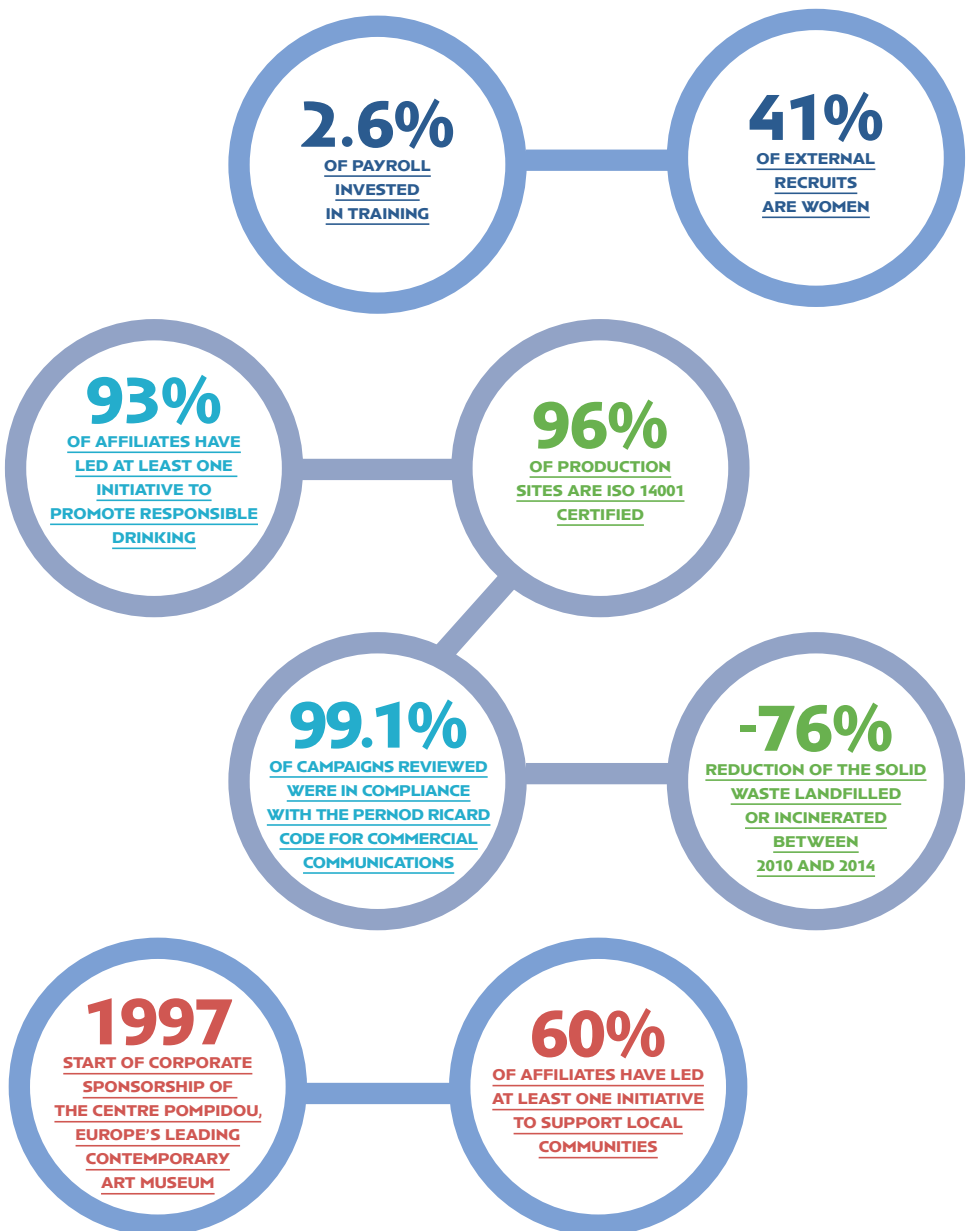
**A COLLECTIVE
COMMITMENT
TO PERFORMANCE**

CSR MODEL

**4 AREAS
OF COMMITMENT**



CSR COMMITMENTS IN FIGURES



ART

VEE SPEERS

FOR
PERNOD RICARD



FOR ITS 39TH YEAR OF ARTISTIC CARTE BLANCHE,

Pernod Ricard invited 18 of its employees to work with Australian photographer Vee Speers. The artist moved to Paris in the 1990s, after starting out in Sydney. Her series "Bordello", "Birthday Party", "Immortal" and "Bulletproof" have garnered her worldwide acclaim.

On the subject of transmission, the photographer chose to present 9 diptychs featuring Pernod Ricard employees. In their daily work, each duo is brought together through the sharing of expertise, through the transfer of know-how, or through similar functions.

Vee Speers reinterpreted their stories in 9 poetic scenes using a unique colour palette. The photographer's subjects came from a wide range of countries, functions and affiliates, but they all had one thing in common: each of them is one of the Group's 18,000 "*créateurs de convivialité*".

Ambassadors of Pernod Ricard's commitment to art, they reflect a historical legacy begun by Paul Ricard, whereby a piece is commissioned by a contemporary artist to illustrate the cover of its Annual Report. For the past five years, this commission has focused on photography.



THE R&D CENTRE OF PERNOD RICARD (CRPR) LEND VALUABLE SUPPORT TO PROJECT LEADS. THEREFORE, DOMINIQUE OFFERED THE BENEFIT OF HIS TECHNICAL KNOWLEDGE TO JANNA, ONE OF THREE WINNERS OF THE KANGAROO FUND.



DOMINIQUE VESPERINI, R&D APPLICATIONS TECHNICIAN, CENTRE DE RECHERCHE PERNOD RICARD
JANNA BERG, BRAND MANAGER, NEW BUSINESS, THE ABSOLUT COMPANY – KANGAROO FUND WINNER



DANIÈLE RICARD

Chairwoman of the Board of Directors

CHAIR\WOMAN'S MESSAGE

"\WE BRING YOU THE ASSURANCE OF A LONG-
ESTABLISHED GROUP, SO THAT TOGETHER
WE CAN STEER PERNOD RICARD TO NEW PEAKS
OF SUCCESS."

Dear Sir, Madam,

Two years ago, when the Board of Directors appointed me its Chairwoman following the passing of Patrick Ricard, I accepted this mission to ensure the continuation of the Group's strategy and independence in more challenging macro-economic times. I would like to thank the Directors for the trust they placed in me.

This period of transition was necessary to prepare for Alexandre Ricard to take up the post of Chairman and CEO, scheduled for February 2015. Patrick Ricard and Pierre Pringuet worked together for a long time to make this seamless handover possible. It is this long-term vision, which carries the full support of your reference shareholder, the Ricard family, that has been the strength behind the key principles of your Group for the last 40 years. Having been a member of the Board since it was established in 1975, I would like to take this opportunity to pay tribute to all those successive management teams that have made our company a great world leader. And to salute Pierre Pringuet in particular, who has been Chief Executive Officer since 2000 and whose term of office comes to an end in early 2015.

Under his leadership, Pernod Ricard has undergone some remarkable developments, growing as much externally, with the acquisition of Allied Domecq and Vin&Sprit, as through organic growth, by inspiring the Group with a genuine spirit of innovation in recent years, and leading it into the modern age. Over the last few months, together with Alexandre Ricard, he has been fully committed to launching a wide-ranging operational efficiency plan with the determined aim of adapting the organisation's structure to meet the challenges of the future; our Group is now well equipped to take its place as world leader. On behalf of all of us, I would like to express our gratitude to Pierre Pringuet.

With his profound commitment to our values, Alexandre Ricard will open a new chapter in the history of Pernod Ricard, which celebrates its 40th anniversary this year. He will be able to capitalise on his international experience, his knowledge of the industry and his keen insight into how this business is developing, whilst remaining focused on creating value in the long term. Therefore, we bring you the assurance of a long-established Group, so that together we can steer Pernod Ricard to new peaks of success.



TRANSMISSION

JOINT INTERVIEW



ALEXANDRE RICARD,
Deputy Chief Executive Officer
and Chief Operating Officer

PIERRE PRINGUET,
Vice-Chairman of the Board of Directors
and Chief Executive Officer

“WINNING THE BATTLE FOR GROWTH:
THIS MUST BE EVERYONE’S WATCHWORD.
TO ACHIEVE IT REQUIRES AN AMBITIOUS STRATEGY
AND AN EFFICIENT ORGANISATION.
BUT WHAT’S MORE, IT IS THE MINDSET
THAT DISTINGUISHES WINNING TEAMS: SIMPLICITY,
THE ABILITY TO TAKE RISKS, RAPID EXECUTION –
THAT’S THE MINDSET THAT DRIVES US.
IT WILL TAKE US ON THE PATH TO LEADERSHIP,
WHICH IS OUR AMBITION.”

Pernod Ricard posted organic growth in line with its stated objectives. What is your take on the year’s results?

Pierre Pringuet: We were confronted by a much tougher environment than expected. In particular, our results were affected by two major factors: a sudden drop in the consumption of imported spirits in China and an unfavourable currency impact that was unprecedented (–€535 million impact on net sales, for a 7% decline, and –€199 million impact on profit from recurring operations, an 8% decline). Excluding Forex impacts and changes in Group structure, sales were stable and profit from recurring operations was up 2% (in line with February’s market guidance). We also reduced our debt. Given the context, it was a solid performance. I should underline that this was achieved without compromise, whether on selling prices, stock levels or marketing expenditure, which remained high (almost 19% of net sales). Our employees deserve the credit for this success: on behalf of the General Management, I would like to thank them for their dedication.

Alexandre Ricard: I also want to thank each of the Group’s employees for this achievement. Once again, despite the challenging circumstances, their commitment was unwavering. This was especially true in markets under considerable strain: I’m referring to China, where the teams realigned our offering to contain the resulting 23% decline of our business. That decline was above all due to a slowing economy, combined with government measures to discourage conspicuous consumption, mainly aimed at luxury goods. Excluding China, we posted excellent results across all emerging countries (+7%) – especially India, Brazil, and Eastern and Central Europe.

As for mature countries, some posted strong growth, such as Canada, the United Kingdom, Germany and France. In contrast, the United States grew at a slower pace, against an 8% increase in the previous fiscal year.

Are these challenges causing you to re-examine your strategy?

P.P.: No, of course not. Our Group's growth has relied for several years on the three pillars of Premiumisation, Innovation and geographic expansion.

Firstly, **Premiumisation** is a key driver of value creation: it continued to be so in 2013/2014, as evidenced by the +2% price effect on the Top 14. At the same time, our Premium brands' share of net sales rose further, from 75% to 76% (against 69% five years ago). Examples include the success of super-Premium drinks such as Tequila Avión, ABSOLUT ELYX and Jacob's Creek Double Barrel. The second growth engine is **Innovation**, which is crucial to drive the market: meeting consumers' expectations by creating new product offerings. This is the case with Brancott Estate Flight Song, a new addition to the range that corresponds to the trend of lighter alcohol wines, as well as Ballantine's Brasil, a Scotch-whisky based spirit in which lime peel has been macerated. The latter is a highly original offering that expands the boundaries of the category.

The third pillar of our strategy is **geographic expansion** by capturing new markets. In this area Sub-Saharan Africa again confirmed its potential for growth with a sales increase of 23%.

A.R.: It's not so much our strategy that we need to change as it is our organisation that we need to adjust – specifically in order to better align it with our strategic priorities. That's the purpose of the Allegro project launched in February. Our objective is to create the conditions internally to better capture future growth opportunities. The whole challenge is ultimately to rebound faster, stronger and farther than the competition.

Can you tell us more about this project?

P.P.: Allegro is a Group-wide project with only one objective: to make our organisation faster and

more flexible. Three principles underpin this project: prioritisation, simplification and mutualisation. Prioritisation aims to refocus each entity on its own core mission and to align our organisation with our business opportunities.

In the name of prioritisation, we have grouped together Sales and Marketing departments at the Holding Company to create a 360-degree approach to the consumer. Six cross-functional departments have been created (e.g., innovation, luxury, digital marketing), with each representing a Group priority. The digital revolution, for example, which impacts both the relationship with consumers and our internal ways of working, requires a comprehensive approach involving all skill-sets.

Next, we have to simplify the way we work in order to focus on what's essential and speed up decision-making. We have thus streamlined the European organisations, going from 42 markets to 10 management entities representing several markets.

Lastly, mutualisation means pooling our resources and means in order to optimise their use. Specifically on this last point, the support services of Pernod SA and Ricard SA will be combined, regional hubs have been created in Singapore and Hong Kong, and, lastly, a central hub has been established in Paris for the legal management of all our intellectual property.

A.R.: Allegro is grounded in the Group's core principles. Accordingly, decentralisation, which allows decisions to be taken closer to our customers, remains at the heart of our model. We are strengthening the relationship between the brands and the markets. Decentralisation has never meant that each affiliate had to do everything by itself. Allegro thus encourages the sharing of expertise and operating as a network through the deployment of collaborative digital platforms. Allegro capitalises on all the Group's values: the entrepreneurial spirit, mutual trust and conviviality. The main objective of our markets, for example, is to flawlessly execute the global strategies defined by the Brand Companies. But such excellence in execution will only happen through the appropriate and innovative use of activation tools developed by the marketing teams. It's a virtuous circle. Lastly,

conviviality – the cornerstone of our culture – should not be reduced to just a way of working together. It is a key advantage that in difficult times helps promote a culture of cooperation, dialogue and collaboration. Allegro embodies what drives our Group's teams in their daily work: a collective commitment to performance.

What is your outlook for 2014/2015?

P.P.: Our aim this year is to see a return to growth of net sales, despite an economic climate that is expected to remain challenging, with pressure on prices. We expect the US market to remain sluggish, while the Chinese market should gradually recover. The Forex context should improve, especially with the dollar's appreciation.

A.R.: In this gradually improving environment, we will be able to reinvest one-third of the savings made through the Allegro project, i.e. €50 million, in our priority brands and innovations.

Can you talk about the transition that will take place in early 2015?

P.P.: I will turn 65 in January 2015. In accordance with our bylaws, my term will automatically end at the Board of Directors' meeting of 11 February 2015, at which time the board will appoint Alexandre Ricard as Chairman and CEO. I do not see this as a transition but as a "transmission". In any case, growth is and always will be our No. 1 priority.

A.R.: Indeed, winning this battle serves our long-term ambition of leadership. But that won't be enough: it also requires a mindset, a desire to win, an attitude that must constantly guide all our actions. We must return to greater simplicity, be willing to take risks, and be faster in everything we do.

"IN A CHALLENGING ENVIRONMENT, WE DELIVERED ON OUR STATED OBJECTIVES."

PIERRE PRINGUET

"ONE-THIRD OF ALLEGRO'S SAVINGS WILL BE REINVESTED IN OUR PRIORITY BRANDS AND INNOVATIONS TO SUPPORT LONG-TERM GROWTH."

ALEXANDRE RICARD

FOCUS ON ALLEGRO

IN A CHALLENGING ECONOMIC CLIMATE,
THE ALLEGRO OPERATIONAL EFFICIENCY PROJECT WAS LAUNCHED ACROSS
THE GROUP IN FEBRUARY 2014.
IT AIMS TO STRENGTHEN PERNOD RICARD'S ORGANISATIONAL MODEL
IN ORDER TO BE ABLE TO SEIZE ALL OPPORTUNITIES FOR GROWTH.

IT IS BASED ON THREE KEY PRINCIPLES:
PRIORITISATION,
SIMPLIFICATION
AND MUTUALISATION.

PRIORITISE AND FOCUS EFFORTS

THE BRAND COMPANIES
MUST FOCUS ON:

◆
The definition
of the global brand strategy

◆
The development of operational tools
to implement this strategy
in the markets

THE MARKET COMPANIES
MUST FOCUS ON:

◆
Excellence in execution
to influence buyer decisions
at the point of sale

THE HOLDING COMPANY
MUST FOCUS ON:

◆
Its governance functions (strategy,
mergers and acquisitions, finance, legal
affairs, corporate communication, talent
management, social responsibility, etc.)

◆
Cross-group initiatives
with high added value (digital, luxury,
portfolio innovation/management, etc.)

◆
Shared functions
(Pernod Ricard Research Centre, IT, etc.)

SIMPLIFY THE ORGANISATION AND PROCESSES

HOLDING

◆
All Executive Committee (COMEX)
members (CEOs of Regions and Brand
Companies) report directly to the Group's
Chief Executive Officer, with effect from
February 2015: consequently the positions
of Managing Director, Brands,
and Managing Director, Markets, will not
be replaced after this date

◆
Merging the Marketing
and Sales divisions for a holistic approach
to the consumer

PERNOD RICARD EMEA:

◆
Merging 42 markets into 10 Management
Entities

ROLL-OUT OF COLLABORATIVE
DIGITAL PLATFORMS

◆
Business Information Sharing
and lighter internal reporting

◆
MyBrands to facilitate the definition
and implementation of brand strategies

◆
MyPortalTouch: for employees,
a unique and 100% mobile portal
to access all internal resources

MUTUALISATION: SHARING RESOURCES AND EXPERTISE

BACK OFFICES

◆
Merger of the back offices (human
resources, IT, finance) of Pernod SA
and Ricard SA on a single location
in Marseille

◆
Creation of regional back office hubs
in Asia (Singapore, Hong Kong)

◆
Single back office for Australia,
New Zealand and Pacific Travel Retail

INTELLECTUAL PROPERTY

◆
Creation of a single global hub
for the legal management of all brands

IT

◆
Increased convergence

◆
Optimised organisation of the Group's IT
function based on two key objectives:
• Global management of infrastructures
• Development of shared business
solutions

2013 / 2014 AT A GLANCE

IN A CHALLENGING ECONOMIC ENVIRONMENT, THE YEAR WAS MARKED BY MAJOR PROJECTS TO CAPTURE NEW GROWTH OPPORTUNITIES: OPTIMISATION OF THE GROUP'S ORGANISATION, INNOVATIONS, EXPANSION THROUGH TACTICAL ACQUISITIONS AND DIGITAL ACCELERATION.



JANUARY 2014 **2ND EDITION OF INNOVATION DAY**

In Paris, Pernod Ricard held its second Innovation Day, an event dedicated to the press and to investors, on the subject of "The Future of Conviviality". The Group used the event to showcase its most recent digital advancements and "Project Gutenberg", which reinvents the at-home cocktail experience.



MAY 2014 **4TH EDITION OF RESPONSIB'ALL DAY**

On 22 May, all of the Group's employees took a break from their normal work in order to dedicate a day to promoting responsible drinking.

JULY 2013 **LAUNCH OF THE DAT - DIGITAL ACCELERATION TEAM**

Bringing together more than 80 employees from diverse regions, brands and departments, the "Digital Acceleration Team" project is launched in order to develop major digital initiatives that will support business.



OCTOBER 2013 **PREMIUM WINE BRANDS BECOMES PERNOD RICARD WINEMAKERS**

The Brand Company that brings together Pernod Ricard's priority wines unveiled a new corporate name and a new vision – "Leading Wine Innovation" – which clearly reflects its ambition: to become the world leader in Premium wines.

FEBRUARY 2014 **LAUNCH OF THE ALLEGRO PROJECT**

In its half-year results, Pernod Ricard announced the launch of "Allegro", a project aiming to keep improving the Group's operational efficiency. It aims to strengthen the Group's organisation in order to generate future growth, by seizing new opportunities (particularly innovation and digital) and increasing the speed of execution (see opposite).

APRIL 2014 **ACQUISITION OF KENWOOD**

Pernod Ricard strengthened its wine portfolio with the acquisition of Kenwood, a Premium Californian wine.



SUBSEQUENT EVENTS: JULY 2014 **TEQUILA AVIÓN**

Pernod Ricard became the majority shareholder of the owner of the ultra-Premium tequila brand Avión, three years after the signature of a joint-venture agreement.



BRANDS

ORIGIN



ORIGI



NALITY





01

WITH 14 STRATEGIC PREMIUM AND PRESTIGE SPIRITS AND CHAMPAGNE BRANDS (THE "TOP 14"), 4 PRIORITY WINE BRANDS AND 18 KEY LOCAL BRANDS, PERNOD RICARD'S HOUSE OF BRANDS DRIVES THE GROUP'S INTERNATIONAL GROWTH.

The Group's policy of continuous innovation enables it to expand its portfolio, whilst retaining the legacy and expertise of its brands, some of which have been in existence for a century or more. Offering the consumer new experiences without breaking with history and tradition, the portfolio's brands are able to harness every opportunity for growth.



GUTENBERG

REINVENTING THE COCKTAIL EXPERIENCE

DEVELOPED BY BIG (BREAKTHROUGH INNOVATION GROUP), THE GUTENBERG PROTOTYPE IS REVOLUTIONISING THE "BAR AT HOME" CONCEPT.

THIS DESIGNER LIBRARY, MADE UP OF "CONTAINER BOOKS" EACH HOLDING A SEALED BOTTLE OF SPIRITS, IS CONNECTED TO A SERVICE PLATFORM: FROM BASIC HOME DELIVERY TO A WHOLE RANGE OF TUTORIALS ABOUT MIXOLOGY. CREATING AND INVENTING COCKTAILS FOR FRIENDS IS BECOMING MORE INTUITIVE AND MORE ENTERTAINING.



THIERRY BILLOT
Managing Director, Brands

AFFIRMING THE MEANING AND SUBSTANCE OF OUR BRANDS

“CONSISTENCY, SUBSTANCE AND VALUE
ARE THE CORNERSTONES OF OUR APPROACH
TO INNOVATION.”

For several years now, Pernod Ricard's Premiumisation strategy has been key to the Group's successful growth. In challenging market conditions, is the Pernod Ricard portfolio still well-positioned?

Thierry Billot: More than ever! Our annual results prove that Premiumisation is still relevant, as seen in the price effect of the Top 14, which is up 2% this year. Over and above the figures, every Pernod Ricard brand has a reason for inclusion in our portfolio. Today we have a comprehensive range, positioned around a robust "Premium/super-Premium" centre of gravity which, once more this year and despite the challenging climate, has increased its importance in our net sales. In this respect, China is an emblematic example: though the slowdown in growth and austerity measures have had a huge impact on the occasions and establishments of choice where Prestige products are consumed – thus Martell, Chivas Regal or Royal Salute –, our brands located in the core of the market, which are more affordable for the middle classes, have performed better in this adverse environment. Such is the case, for example, of Noblige in the Martell range, and Ballantine's Finest.

Outside China, our brands are also perfectly positioned to capture growth opportunities in Africa and the Middle East, or elsewhere, whether it be Chivas Regal, Martell or G.H. MUMM in the super-Premium segment, Jameson, ABSOLUT or Ballantine's in the Premium segment, or Passport in the standard whisky segment.

The balance of our portfolio means we can remain dynamic on mature markets that have shown positive signs of recovery this year. Thus the Top 14 was up 9% in Germany, up 5% in the United Kingdom and up 4% in France, thanks to the performance of brands such as ABSOLUT, Jameson, and Havana Club. The only cloud on the horizon is the United States, where intense competition on the vodka market took its toll on ABSOLUT.

Has the weaker performance of Prestige and ultra-Prestige brands in comparison to core products in the Premium and super-Premium ranges affected your approach in the Luxury segment?

No, of course not. Our approach in the luxury segment is to adopt a long-term view, and will not change at the first sign of economic uncertainty. The population of high-net-worth individuals, consumers with access to over one million dollars in cash, is continuing to grow by 1 million people every year. These consumers have extremely high standards and are firmly attached to both the appearance and the substance of brands. The exclusivity of the relationship, the stringent attention to detail both in terms of our brand codes and their presentation at every point of contact, the authenticity of our products' history and the selective nature of our distribution are major strengths when implementing our Luxury strategy.

In the United States, the recent acquisition of Kenwood's Premium Californian wines has strengthened Pernod Ricard's position in the wine market. What is the Group's specific strategy in this segment?

First of all, it is worth remembering that the wine segment is complementary to our spirits segment. On many markets, Wines and Spirits are consumed at the same occasions. The acquisition of Kenwood is fully in line with the multi-origin strategy of our portfolio, one that is already made up of wines from Australia with Jacob's Creek, from New Zealand with Brancott Estate, from Spain with Campo Viejo and from Argentina with Graffigna. We needed a strong brand in the United States to boost our presence in that market, and to establish a comprehensive wine portfolio internationally.

Pernod Ricard also relies on marketing innovations to promote growth. With this in mind, you recently developed a unique concept known as Gutenberg. Can you tell us about it?

This is the first public, concrete achievement from the Breakthrough Innovation Group (BIG), an organisation devoted to breakthrough innovation. Gutenberg is an "online liquid library" aiming to revolutionise the "bar at home" concept. It represents a decisive breakthrough in "the conviviality of the future": a fun online experience that is responsible and tailored to

IN YOUR DAY-TO-DAY-WORK, WHAT VALUES AND PRINCIPLES DO YOU TRY TO CONVEY?

For a Group like Pernod Ricard, where innovation is key, this firstly means encouraging our teams to ignore the status quo, and to go beyond their comfort zone in order to grow. It also involves nurturing our differences in-house, in other words fostering diversity itself, the mother of creativity, in order to make more of a difference in the outside world. Finally, our conviviality and simplicity are not incompatible with our high standards and the quest for quality.



individual needs, in line with new consumer aspirations. We are currently at the prototype stage, before moving on to experimentation in early 2015. Gutenberg is also a symbol of the tangible results of implementing our innovation ecosystem. This ecosystem also includes the Kangaroo Fund, allowing Group employees to suggest and develop breakthrough ideas thanks to this internal investment fund. Three ideas taken from the first edition are currently at the priming phase and should be available on the market soon. Our philosophy regarding innovation is clear: it must be consistent with the history of our brands or our portfolio, to ensure that it enhances their influence and substance to enable sustainability, and finally to create value and form part of the Premiumisation strategy.

How is digital technology being incorporated into the brand strategy?

We do not see digital technology as an objective in itself, but rather as an essential means of connecting our brands with consumers. It must be incorporated within a wider strategy for managing points of contact with our consumers, which of course covers digital technology, television, press, points of sale and bars. Today, no medium other than digital technology is capable of delivering the right message to the right target at the right time. Even so, digital space is infinite, and it is thus impossible to define your share of voice, in contrast to conventional media. It may also be seen as too intrusive and aggressive. Content quality and delivery of a real service are thus essential in order to stand out in this space. This is one of the objectives of the DAT (Digital Acceleration Team) project.

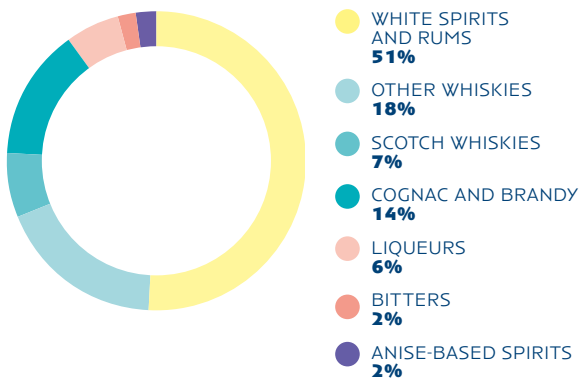
The Allegro project, launched in February 2014, is designed to help Brand Companies to refocus on their priority objectives. Can you tell us a little more about their reorganisation and its effects over the coming year?

This operational efficiency project is intended to increase speed, so that we can benefit from all growth opportunities more quickly. Each entity is primarily focused on its priority objectives so as to avoid duplication and dispersion. To this end, the responsibilities of Brand Companies are based around the development of a comprehensive Brand Design strategy and the development of operational Brand Delivery solutions. The fluidity of exchanges between Brand and Market Companies is crucial to the success of this reorganisation, and will be facilitated by the implementation of a new tool known as MyBrands. Specifically, this will provide markets with the strategic content and brand activation tools they need, and conversely, it will feed back all local initiatives to brands, thus allowing filtering and for the best practices to be identified. Thus it really is a virtuous circle! Finally, these priority objectives were closely calibrated with our business challenges. For that reason, the Marketing and Business Development departments were merged with the Holding Company, thus acknowledging the need to integrate our actions targeted at consumers, and allowing us to refocus on our six strategic priorities, which include digital technology, luxury and innovation.

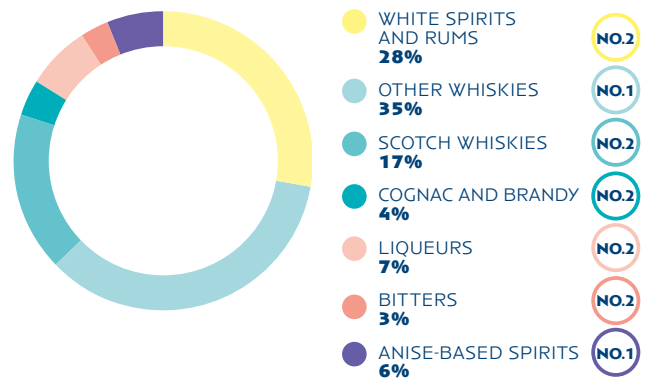
THE GLOBAL SPIRITS MARKET

CATEGORY FOCUS

BREAKDOWN OF INTERNATIONAL SPIRITS CONSUMPTION⁽¹⁾



BREAKDOWN OF PERNOD RICARD'S VOLUMES⁽¹⁾ AND GROUP'S POSITION⁽²⁾



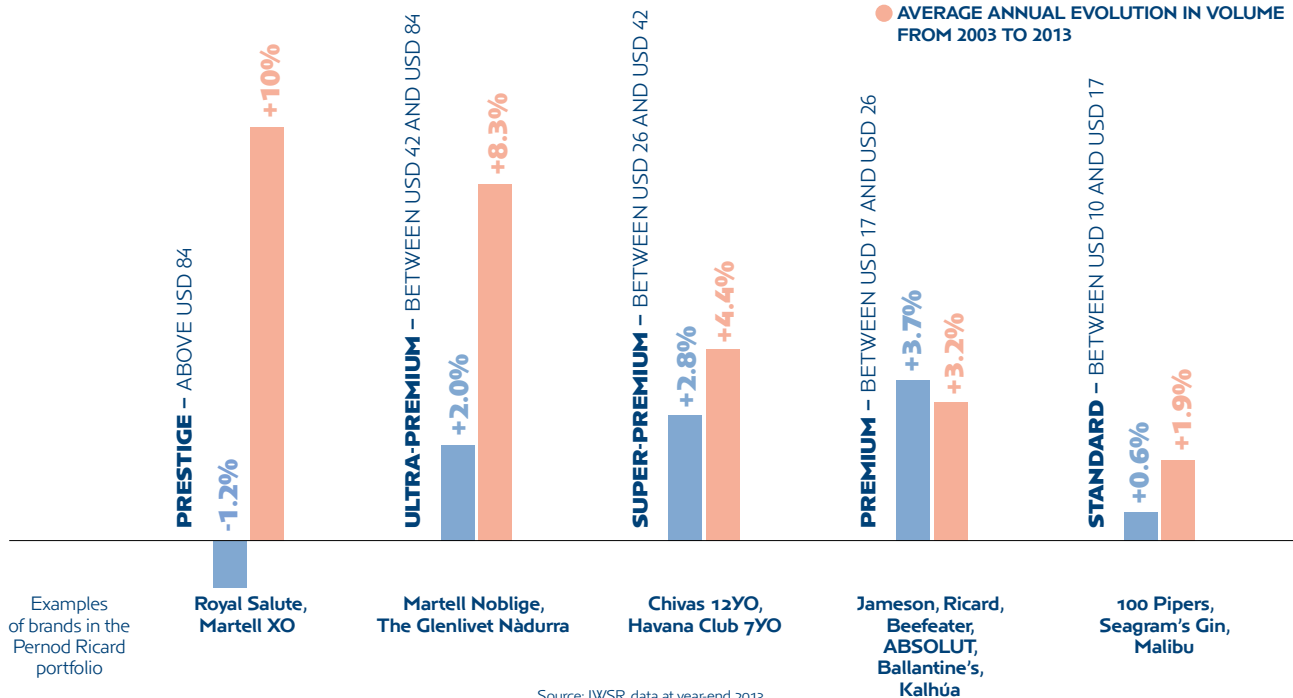
(1) Western-style spirits, excluding ready-to-drink, wines and wine-based aperitifs and champagnes. (2) Ranking among international groups.

EVOLUTION IN INTERNATIONAL SPIRITS CONSUMPTION BY PRICE SEGMENT⁽³⁾

(3) Price for a 75 cl bottle.

● EVOLUTION IN VOLUME FROM 2012 TO 2013

● AVERAGE ANNUAL EVOLUTION IN VOLUME FROM 2003 TO 2013



BRAND COMPANIES

THE SIX BRAND COMPANIES ARE LOCATED IN THE HOME COUNTRIES OF THE WINE AND SPIRITS BRANDS THEY PRODUCE. THEY ARE RESPONSIBLE FOR THE WORLDWIDE STRATEGY OF THE BRANDS IN THEIR PORTFOLIO AND, IN CONJUNCTION WITH THE MARKET COMPANIES, ITS IMPLEMENTATION IN THE MARKETS.

THE ABSOLUT COMPANY

ABSOLUT
MALIBU
KAHLÚA

—
PAUL DUFFY,
Chairman & CEO

KICKI ALM,
VP Human Resources

KRISTER ASPLUND,
VP Operations
ABSOLUT

XAVIER BEYSECKER,
VP Marketing
ABSOLUT

ROLF CASSEGGREN,
VP Operations
Malibu & Kahlúa

PAULA ERIKSSON,
VP Corporate
Communications & CSR

OLIVIER GASPERIN,
VP Finance

CRAIG JOHNSON,
VP Marketing
Malibu & Kahlúa

STÉPHANE LONGUET,
MD, Challenger
Vodkas

LARS LJUNGHOLM,
VP Legal & Regulatory
Affairs

JONAS TÄHLIN,
MD, ABSOLUT ELYX

CHIVAS BROTHERS

CHIVAS REGAL
THE GLENLIVET
BALLANTINE'S
BEEFEATER
ROYAL SALUTE

—
LAURENT LACASSAGNE,
Chairman & CEO

ÉRIC BENOIST,
Marketing Director

GORDON BUIST,
Production Director

RICK CONNOR,
Public Affairs Director

HERVÉ FETTER,
Finance & MIS Director

SCOTT LIVINGSTONE,
Human Resources Director

ALISTER MCINTOSH,
Manufacturing Director

**AMANDA HAMILTON
STANLEY**,
General Counsel

IRISH DISTILLERS

—
JAMESON

—
ANNA MALMHAKE,
Chairwoman & CEO
SIMON FAY,
International Marketing Director

ROSEMARY GARTH,
Corporate Affairs &
Communications Director

CARLTON GREER,
Legal Director

PAT MAGEE,
Managing Director Ireland

COLM MAGUIRE,
Human Resources Director

PETER MOREHEAD,
Production Director

JULIEN SOISSON,
Chief Financial Officer

MARTELL MUMM PERRIER-JOUËT

—
MARTELL
G.H.MUMM
PERRIER-JOUËT

—
PHILIPPE GUETTAT,
Chairman & CEO

**CHARLES-ARMAND
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Global Marketing Director

ÉRIC DOUVIER,
Human Resources Director

STÉPHANIE DURROUX,
Strategy & Development Director

SUSAN GUSTAFSSON,
General Counsel

BENJAMIN HALB,
Chief Financial Officer

MICHEL LETTER,
Deputy Managing Director,
AOC Champagne

JEAN-MARC MOREL,
Deputy Managing Director,
AOC Cognac

VANESSA WRIGHT,
Communications Director

HAVANA CLUB INTERNATIONAL

—
HAVANA CLUB

—
JUAN GONZÁLEZ,
Chairman

JÉRÔME COTTIN-BIZONNE,
Chief Executive Officer

NICK BLACKNELL,
International Marketing Director

LARISA FUENTE,
Human Resources Director

ANDRÉ LEYMAT,
Industrial Director

JULIÁN MACHÍN,
Chief Financial Officer

IVETTE MARTÍNEZ,
Sales and Marketing Director,
Cuba

SERGIO VALDÉS,
Export Director

PERNOD RICARD WINEMAKERS

—
JACOB'S CREEK
BRANCOTT ESTATE
CAMPO VIEJO
GRAFFIGNA

—
**JEAN-CHRISTOPHE
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CHRISTIAN BARRÉ,
Managing Director Pernod Ricard
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CHRISTIAN CAMPANELLA,
Human Resources Director

JULIEN HÉMARD,
Managing Director Pernod Ricard
Pacific

DAVE KLUZ,
Strategy & New Business Director

LUDOVIC LEDRU,
Chief Financial Officer

BRETT MCKINNON,
Global Operations Director

KATE THOMPSON,
Legal, Corporate Affairs and
Communications Director

ANNE TREMSAL,
Global Marketing Director

ABSOLUT

“In nurturing artistic discourse,
ABSOLUT maintains its distinctive identity”



As the leader in the Premium vodka category and the world's fifth best-selling international spirit, ABSOLUT's partnerships with contemporary artists continue to be one of its defining characteristics.

In nurturing artistic discourse and providing a forum for ideas that stir the art world and society at large, ABSOLUT maintains its distinctive identity, engaging consumers, inviting exploration, daring transformation and communicating through a medium that speaks to everyone, everywhere.

Transform today... and tomorrow

ABSOLUT's on-going global "Transform Today" campaign inspires global audiences to participate in a creative process, to break free from the idea that anything is predetermined and to be actors of their future through the transformative power of artistic expression. It also embodies the brand's philosophy that modernisation must be rooted in authenticity and essential identity.

It launched with an integrated communication campaign establishing the message "Transform Today", and focused on the personal transformation of globally known artists in fields as diverse as technology (Aaron Koblin), music (Woodkid) and graphic novels (Rafael Grampá). ABSOLUT then went from saying to doing, through ground-breaking artistic collaborations with Rafael Grampá, as well as ABSOLUT Art Bars installations within the framework of its on-going partnership with Art Basel, organiser of the world's premier modern and contemporary art shows. ABSOLUT collaborates with selected artists at the Art Basel fairs to produce unique art bar installations. For each collaboration, the artist designs and installs the large scale presentation and is given carte blanche to create an entire art world, down to the cocktail napkins. Working with a mixologist, the artist also creates a series of signature cocktails that reflect the art bar's theme.

Welcome to my apocalypse

At the 2014 Art Basel in Hong Kong, ABSOLUT further extended its commitment to transformative experiences in collaborating with Naddim Abbas, one of the city's hottest young artists. Abbas' "Apocalypse Postponed" art bar, designed in a cyber punk motif with tones of concrete grey, was positioned on the 17th floor of a newly opened but not yet renovated tower.

Those entering the artist's literal and conceptual construction of a "safe haven" could complete their experience of animated soundscapes, live music and theatrical performances with Abbas-designed limited edition cocktails. Among the selections, the "Iron Rice Bowl": puffed rice infused ABSOLUT Vodka and White Chocolate syrup stirred and served straight up in a metal rice bowl.

Innovation driven

In the U.S., the introduction of the flavoured ABSOLUT Craft limited edition for bartenders stirred new interest. Experimentation also continued during the year with ABSOLUT Amber, an oak-aged vodka transcending the traditional distinction between white and dark spirits. Created by exposing the original ABSOLUT to a selection of Swedish, French and American oak types (no less than 8 different wood varieties), ABSOLUT Amber sits in a category of its own.

Recognizing art works and words

As part of its commitment to supporting contemporary artists, the brand celebrates the creative process through the biennial ABSOLUT Art Award. In 2013, the award for the first time recognised two winners: contemporary artist Renata Lucas, as well as art writer and artist Coco Fusco. This new format reflects the brand's support for both ground breaking artistic practice and the development of critical art theory.

Its restless quest to foster creativity and challenge assumptions is inspired by the brand's deep traditions. Its DNA is imprinted by its single source origin: every bottle of ABSOLUT Vodka is made with the grains and waters from its home in Åhus, in southern Sweden, ensuring consistent richness and flavour throughout the world.

ABSOLUT ELYX THE HIGH-END EXTENSION

THROUGH ITS ULTRA-PREMIUM ABSOLUT ELYX, THE BRAND THAT TRANSFORMED VODKA INTO A PREMIUM PROPOSITION 30 YEARS AGO CONTINUES TO TRANSMIT ITS ULTRA-CHIC, AUTHENTICALLY LUXURIOUS CULTURE.

IN 2013/2014, ABSOLUT ELYX GREW +48% IN VALUE, RANKING N°3 ULTRA-PREMIUM VODKA WORLDWIDE.



Scan this flashcode for photos and videos of the year's events by ABSOLUT

11.1
MILLION CASES
SOLD

-1%
IN VALUE

+11%
IN VALUE IN THE UK

Chivas

“Chivas Regal attracts urban,
upwardly mobile consumers who identify
with the brand’s values”



One of the world's most iconic and truly global brands, Chivas Regal's persistent appeal continues to attract urban, upwardly mobile consumers who identify with the brand's values of success and chivalry.

Timeless appeal

Since its launch more than 100 years ago, Chivas Regal has laid claim to the title of the world's first luxury Scotch whisky, defining a new level of prestige. Reflecting its universal appeal to consumers in 150 countries, Chivas Regal today is a Pernod Ricard global icon brand that epitomizes the style, substance and exclusivity of a super-Premium spirits brand.

In 2013-2014, Chivas Regal again demonstrated its ability to innovate, engaging consumers to accelerate its growth in the emerging and mature markets that have remained dynamic.

Historical values

In the "The Barman," the latest instalment of the brand's "Live with Chivalry" campaign, "Game of Thrones" actor Charles Dance provides the narrative on a journey through iconic cocktail eras of the past, and the various genres of bar patrons – as seen through the eyes of the person who serves them. In showcasing the timeless nature of Chivas and the values that enable us to "really get the measure of a man's character," the ad underlines the brand's association with the modern gentleman's integrity and generosity of spirit. Translated and adapted for key markets, the ad quickly and effectively connected with consumers in 28 countries around the world.

Creating tomorrow's classics

Chivas Regal knows the importance the barman's opinion. With its global competition Chivas Masters, it asked the world's best bartenders to help find the next generation of classic cocktails. Entrants were invited to create drinks inspired by four great cocktail eras: the Classic Age (1880-1920), the Post War Boom (1945-1965), the Disco Years (1975-1990) and the modern Age of Revivalism.

The finals in New York pitted the winners of preliminary heats held in 10 markets. Contestants were judged on their creativity and their knowledge of each era's cocktail heritage, the name, appearance and quality of their cocktail creation and their ability to bring its story to life. The overall winner, announced at an exclusive ceremony at the NoMad hotel in New York: American bartender, Masahiro Urushido, creator of "The New Pal", a classic cocktail for a timeless iconic brand.

Dressed in style

Extending its *Made for Gentlemen* collaborations with luxury craftsmen in packaging limited editions of Chivas Regal 12 YO, the brand announced a new partnership during the year with Patrick Grant, a modern icon in menswear design on London's Savile Row.

The limited edition gift tin transmits the innate style and sophistication associated with today's modern gentleman and celebrates the shared values of Grant and Chivas Regal: mastering complexity through fine craftsmanship to achieve perfect balance in form and finish.

Growth and stability

Emerging markets continued to be increasingly important during the year, including Turkey (+17%), Africa (+8%) and Eastern Europe, helping to re-balance the structural effect of market changes in China and Travel Retail. Marketing initiatives focused on engaging consumers digitally each day helped accelerate growth in some dynamic emerging economies, with volume increases of +8% in Mexico and 9% in Brazil.

Other strong markets for the brand included India (+9%) and Australia (+23%), while good performance in mature markets such as France (+6%), Germany (+14%) and Japan (+8%) confirmed the brand's capability to innovate for success (see side box).

4.6

MILLION CASES SOLD

-4%

IN VALUE

+5%

IN VOLUME IN AFRICA

HEART OF OAK

A SPECIAL TRIBUTE TO JAPANESE CULTURE AND TASTES, CHIVAS MIZUNARA BLENDS CAREFULLY SELECTED SINGLE MALT AND GRAIN SCOTCH WHISKY, MARRIED IN JAPANESE MIZUNARA OAK. PERFECTLY BALANCED, THIS NEW REFERENCE IS IDEALLY POSITIONED TO TARGET A MARKET WHERE DOMESTIC WHISKY SHOWS SOLID GROWTH OVER THE MEDIUM TERM.



Scan this flashcode for photos and videos of the year's events by Chivas



ONE HELPED TO CREATE BALLANTINE'S BRASIL, WHILE THE OTHER LAUNCHED IT ON HER HOME MARKET. TOGETHER, KATERINA AND ZÉLIE WERE THE ARCHITECTS OF THE PRODUCT'S SUCCESS IN FRANCE.



KATERINA SYMIKAKI, MARKETING MANAGER, CHIVAS BROTHERS
ZÉLIE DANGUY JANNEQUIN, SENIOR BRAND MANAGER, PERNOD SA

Ballantine's

"The brand successfully reaches middle classes in emerging markets as the demand for Premium products increases"



5.9
MILLION CASES
SOLD

-5%
VALUE GROWTH

+13%
IN VOLUME
IN EASTERN EUROPE

With its extensive range and strong Premium cues, Ballantine's continued to introduce new consumers to Premium Scotch whisky. In emerging markets, the brand welcomed consumers in rapidly growing middle classes as they "traded up" from local spirits to international brands. At the same time, Ballantine's ability to innovate has helped re-energize mature markets in which it is well-established, including through the launch of Ballantine's Brasil, a new product with a dynamic flair that has stirred excitement with consumers in both new and traditional markets.

Translatable appeal

Distilled in Scotland for over a century, Ballantine's built on its reputation as a reference for Scotch whiskies throughout the world. Whether in Latin America, Eastern Europe, Angola or South Africa, Ballantine's demonstrated its ability to anticipate and position itself to respond to consumers' emulative lifestyle choices. The brand successfully used music, digital and other new media to communicate its values and point of view and proactively engage audiences. Growth during the year was particularly dynamic in Latin America (+7% in volume) as well as in Russia (+20%), Poland (+13%) and elsewhere in Eastern Europe. Ballantine's continued to achieve good penetration in several sub-Saharan African countries (+47% in Angola), providing a new stimulus for the brand's growth. Through its strong Premium positioning, Ballantine's is also well positioned to benefit from the growth of middle classes, especially in large markets such as India (+18%) and Brazil, where Scotch whisky already represents the highest percentage of imported spirits consumption.

Brazilian spirit

Stirring things up in mature markets, Ballantine's ventured into new territory with its spirit drink, Ballantine's Brasil. Created from a Scotch whisky blend steeped with Brazilian lime peel and a hint of vanilla, Ballantine's Brasil epitomizes the brand's innovation policy, broadening

its product range to diversify the times and places of consumption. The cultural fusion, launched in January in France and Spain, unleashed a series of inspiring and inventive recipes – including the 'Highland Samba', the 'Glen Rio', and the 'Caledin-ho' cocktails. The enthusiastic response helped inject new energy into well-established markets while Ballantine's Brasil's innovative combination heightened the brand's visibility and enabled additional inroads in other markets in which it was rolled out, including its namesake country.

Elevate your game

Ballantine's was able to leverage strengths that include its global range, a reputation for authenticity and strong Premium positioning to elevate the brand in markets around the world. Blended from specially selected single malt and grain whiskies, its ultra-Premium Golf limited editions performed well, including in the Travel Retail channel. Ballantine's 40 YO limited edition set a strong prestigious tone, further solidifying the brand's high-end positioning.

TRUE TRANSMISSION

Building on its Leave an impression campaign, Ballantine's continued to expand its footprint with the launch of Stay True, the campaign's latest evolution with a strong focus on music platforms and engaging consumers through appealing digital content. Among the campaign's shareable short films, renowned Spanish professional skateboarder Kilian Martin stays true to his heritage and passion for gymnastics as he interprets Carmen's "Toreador Song" in Buenos Aires' classic Teatro Avenida.



Scan this flashcode for photos and videos of the year's events by Ballantine's

With its global presence, an appealing, dynamic image and a strategy of constant innovation, Malibu is well-positioned for further progress in both established and emerging markets. An authentic Caribbean drink, Malibu is the number one rum-based coconut-flavoured spirit in the world – sold in more than 120 countries, it is instantly recognisable by its signature white bottle with its sunset-silhouetted palm trees. In 2013/2014, Malibu's positioning as a leader helped it ride a wave of popularity for coconut waters, propelled by consumer demand for lighter drinks. The brand succeeded in connecting as the ideal ingredient for summery drinks by reinforcing its social, playful image and Caribbean heritage.

Campaigning for summer

In order to further reinforce its summer season identity, the brand designed a dedicated platform to capitalise on and play a greater role in the summer period. Malibu developed the *Summer You* campaign: a new look-and-feel, a set of TV commercials, films for online sharing, print material... The campaign leveraged digital media, with the "Best Summer Ever Project" – a global content hub launched in June, showcasing a group of five cast-members experiencing their best summer ever while travelling around Europe and the US. The "Best Summer Ever" campaign builds on a worldwide cultural phenomenon of young adults sharing memorable experiences from their summers via social media. The campaign's 60-second promotional film features One Republic's "Life in Color" as the soundtrack. A 40-day reality series is being aired on YouTube and shared across social media. Documenting a group of friends on an unforgettable road trip, the series brings great summer experiences to life in a format that's accessible to Malibu's target consumers.

Sparkling innovation

The staccato burst of exploding corks striking a wall-mounted drum kit set the tone for the introduction of the brand's ground-breaking new Malibu Sparkler. The rhythmic percussion from the corks firing from their bottles, the music starting its beat... The blend of sparkling coconut water and Caribbean rum has proven an instant hit with young adults since its *Pop Solo* music video heralded the beverage's U.S. launch in February. Bottled in both coconut and peach flavours, the refreshing new cocktail reflects the brand's success in both innovation and Premiumisation, expanding Malibu into the multi-category refreshment opportunity. Malibu further displayed its capacity to innovate with the introduction of Flavour Sensations products in the spring, with Orange Float as its newest addition.

3.5
MILLION CASES
SOLD

-4%
IN VALUE

+5%
IN VOLUME
IN GERMANY

TWO-WAY STREET

In China, exceptional reconnaissance by Malibu marketing and sales teams identified opportunity spaces in the market and transmitted it to the global brand team at The Absolut Company – who responded with a new iteration of Malibu as a ready-to-drink cocktail, launched on the Chinese market this spring in three different flavours: Sunshine Lemonade, Cool Coconut and Tropical Cola. The success of the brand in connecting with consumer expectations is again confirmed by the product's strong early performance.



Scan this flashcode for photos and videos of the year's events by Malibu

Malibu

"Malibu has become the essential ingredient for summery drinks by riding a wave of popularity for coconut waters"



Kahlúa

"Kahlúa accelerated its transition from a winter-selling brand into a year-round reference"



1.6
MILLION CASES
SOLD

-7%
IN VALUE

+16%
IN VOLUME
IN THE UK

A brand built on tradition, strong fundamentals and an iconic image as the world's number one coffee liqueur, Kahlúa is experiencing some important changes. The hero ingredient in such classic cocktails as the White Russian, Black Russian, and Mudslide is being rediscovered in new markets, by new consumers and in new seasons. 2013/2014 marked the year the brand began to accelerate its transition from its traditional winter selling season to a year-round choice, introducing limited edition Pumpkin Spice, an innovative new flavour for autumnal enjoyment, and frozen and iced cocktails especially for summertime. For the brand that created the category, these innovations manage to revitalise interest in coffee liqueurs, taking aim at an important trend: the advent of flavour.

Globally relevant

Throughout the year, the brand followed its strategy of innovation, combined with offering consumers a rediscovery of simple classic cocktails that deliver great taste. Reflecting the increased White Russian popularity, Kahlúa Original posted growth in several key markets. The brand also exhibited strength outside the U.S., with strong growth in Japan (+8% in volume) following the launch of two Kahlúa flavours during the year. Kahlúa French Vanilla was introduced in October 2013 as a chain exclusive with volume retailer, Don Quijote, while Kahlúa Mocha was launched nationally in March 2014. Other markets tapping into the flavoured trend were Australia and Canada, where limited editions were launched, resulting in significant holiday sales and generating news in the markets. Another market showing renewed interest is Mexico, home to Kahlúa's birth in 1936 in Veracruz, with +9% in value. The international achievements of the brand are generating additional interest in Kahlúa activities and new product launches in more markets outside the U.S.

Coffee, cocktails and shaking it up!

Kahlúa was the hit of the party as it connected with the young and vibrant coffee culture at the four-day London Coffee Festival

in April, held in a former brewery in the city's hip East end. Front and centre amidst Coffee Fest's 20,000 revellers, the Kahlúa bar proved one of the most popular spots, particularly in the evening when visitors could blind-taste Kahlúa ingredients as well as enjoy Espresso Martinis, Kahlúa Mochas and The Alvarez Brothers. In New York, the brand's proposal for a new summer event, the Kahlúa Summer Shake-up, kicked off aboard the Intrepid Sea, Air & Space Museum. Guests were able to enjoy the frozen and iced cocktail offerings followed by a screening of a summer movie classic, part of a series of unique and non-traditional events in select spots across the U.S. In the meantime, Facebook followers went up 30% in a few couple of weeks, while activity also spiked on the brand's Pinterest, Instagram and Twitter accounts.

WELCOME, GREAT PUMPKIN!

Standing at the intersection of two categories being steered by the trend of flavourisation – coffee and liqueurs –, Kahlúa scored high with its U.S. introduction of limited edition Pumpkin Spice. The flavourful combination of natural pumpkin, cinnamon, ginger and nutmeg, proved a popular new accompaniment, just in time for the American fall holidays of Halloween and Thanksgiving.



Scan this flashcode for photos and videos of the year's events by Kahlúa

A founder's authentic voice, passionate and knowledgeable consumers and the imaginative use of filmmaking all contributed to continued success during the year for Jameson, the world's leading Irish whiskey.

Positioned for growth

As the No.1 Irish whiskey worldwide (with 65% market share in volume globally), Jameson continued to drive growth in the booming category. Jameson's strengths, including quality distinctions such as 2013 Distiller of the Year, helped it climb to the 18th position among top international spirits brands – which represents a climb of 14 spots between 2009 and 2013.

The U.S. market (up 9%) led growth across all regions during the year. Increased volumes in Germany (+29%), or South Africa (+5%) helped drive global sales close to five million cases, a more than 10-fold increase since 1988. The brand also built on last year's successful activities in Russia, France and South Africa while continuing its growth in other key markets, including World Travel Retail, the UK, Canada and Australia. Jameson's +12% increase in value continued to outpace volume growth (+9%), reflecting the effective Premiumisation strategy.

Tasteful craftsmanship

Marketing activities reinforced Jameson's differentiating qualities with target consumers, underlining its unique character through the "Taste" campaign, airing in markets around the world. The back to basics message, delivered in founder John Jameson's invitational tone, responds to a consumer focus on brands able to clearly and rationally convey their qualities. The campaign's creative look and feel uses graphic icons from the Jameson bottle to recall the craft involved in the making of this world-class whiskey.

And now, the film

As part of its Film Tribe Influencers targeting strategy, Jameson continued its commitment to the craft of film, embodied through events and activities like the *Jameson Cult Film Club*, *Done in 60 Seconds* and the *Jameson Empire Awards*.

The year marked the third edition of the highly successful international short film competition, Jameson First Shot, in partnership with Academy Award-winning actor, Kevin Spacey and his production company, Trigger Street Productions. The competition offers three up-and-coming talents the opportunity to hone their craft with the support and guidance of the industry's most accomplished professionals. Starring in this year's First Shot films: Uma Thurman.

Lights, action, engage!

Jameson's innovative use of digital and film is enabling the brand to transform relationships with its fans. The compelling content generated by Jameson First Shot helps foster dialogue and shape viewpoints while providing real-time analytics. One measure of Jameson's ability to connect: its winning films have attracted 15 million online views and counting.

The spirit of Dublin

Other notable activities included the release of a new Limited Edition of the brand's iconic bottle, in celebration of St. Patrick's Day, for the fourth year running. The sights, sounds and atmosphere of Dublin were transmitted through the design by award-winning Irish illustrator, Dermot Flynn, in celebration of Jameson's Irish character.

JAMESON MEETS CRAFT BEER

Jameson collaborated with Beavertown Brewery, a leading British Premium craft beer micro-brewery, which produced "Ger'onimo", a limited edition of Jameson cask-aged stout, released in time for the day of Ireland's patron saint.



Scan this flashcode for photos and videos of the year's events by Jameson

Jameson

"As the leader of Irish whiskeys, Jameson continued to drive growth in the category"



4.7
MILLION CASES
SOLD

+12%
GROWTH IN VALUE

+13%
IN VALUE IN
THE UNITED STATES



FOR SOME TEN YEARS, BARRY HAS BEEN PASSING ON TO BRIAN ALL HIS EXPERTISE AS MASTER DISTILLER OF JAMESON.
A KNOWLEDGE THAT BARRY ACQUIRED FOR 47 YEARS AT IRISH DISTILLERS.



BARRY CROCKETT, FORMER MASTER DISTILLER, IRISH DISTILLERS
BRIAN NATION, MASTER DISTILLER, IRISH DISTILLERS

Havana Club

"The brand's strategy focuses on its Cuban origin and the worldwide popularity of the *mojito*"



4
MILLION
CASES SOLD

+5%
GROWTH
IN VALUE

+18%
IN VALUE
IN GERMANY

Havana Club... The very name conjures up the unique atmosphere of Havana: its music, its dance, its culture... and, of course, its legendary rum that the Cubans proudly call "El Ron de Cuba", produced in keeping with the true tradition of the island, to offer an authenticity which has been largely responsible for the brand's influence over the last 20 years. Since Pernod Ricard took over the worldwide distribution of Havana Club in 1993, sales have multiplied 10-fold. The Cuban brand is now the world's number 3 international rum brand and the number 1 rum in the super-Premium category and above. Today, Havana Club is the world's best known authentic Cuban rum, and its products are exported to more than 120 countries, in particular in Europe as well as in the Americas.

Thanks to an assertive marketing strategy, focused on the Cuban origin and worldwide popularity of the *mojito*, growth targets were met in 2013/2014, with a 5% increase in value. It should also be noted that very strong sales of Havana Club were seen in its two main export markets of Germany (+18% by value) and France (+15%), as well as double-digit growth in some thirty other countries, such as the United Kingdom and Mexico. The situation remained less favourable in the challenging markets of Spain and Chile.

In the emerging countries of Asia, however, the adventure is just beginning, with the brand promoting the rum culture to bartenders and exclusive spirits outlets.

"El Ron de Cuba", between tradition and modernity

Acknowledged by experts and bartenders alike as one of the best aged rums in the world, Havana Club resolutely declares its ambitions: to remain faithful to the long-standing tradition of Cuban rum-making while becoming the icon of the island's contemporary culture. Firstly, by taking an innovative approach, such as with the launch of Havana Club Especial. This new recipe was designed by Havana Club's master blender, who developed a process of double-ageing in wooden casks to produce a smoother, slightly sweeter-tasting rum, to im-

mediate professional acclaim. This new rum was awarded two gold medals by German tasting institute ISW. Havana Club Especial is set to grow rapidly in Germany, where it was first launched, then in France and in numerous other markets.

The brand's second key focus is to continue its strategy of "Havanización", a comprehensive communication campaign that Havana Club has been conducting for several years to enable people to discover and appreciate Havana, its people and its atmosphere. Cuban culture was also at the heart of the celebrations marking the 20th anniversary of the Pernod Ricard/Cuba Ron joint-venture, attended by its Cuban partners, customers and members of the artistic community. And finally, another highlight of the year was the 10th Havana Club International Cocktail Grand Prix, an event which brought together 47 bartenders from 42 countries to compete for the title of the best Havana Club Cantinero. The challenge: to create a unique cocktail for the future, which is worthy of a place alongside the great Cuban classics, the *mojito*, the *daiquiri* and the *presidente*.

HAVANA CULTURA: PREPARING FOR THE FUTURE

Largely unknown by the general public until recently, Cuban culture is now enjoying international recognition thanks to the Havana Cultura programme, created and supported by Havana Club. Many Cuban artists and designers from the worlds of music, dance, literature and graphic arts – such as Danay Suárez or Gente de Zona – have risen in popularity thanks to this unique programme.



Scan this flashcode for photos and videos of the year's events by Havana Club

Limited editions, redesigned packaging, offbeat communications... Although the recipe for Ricard pastis has not changed since its creation in 1932, its legend continues to grow: a balance between creative daring and respect for historical values, Ricard ensures it stands out, so as to remain the benchmark brand for conviviality. This aperitif from Marseille has long been the world leader in anise-based spirits. In 2013/2014, it recorded a growth of 4% in value. Ricard also continued to be the best-selling of all spirits in France and Belgium, with market shares of 46% and 68% respectively. The Spanish market offers the brand significant opportunities for expansion, with growth of +3% by volume having been recorded in that country. The highly competitive aperitifs market has been hit by further tax increases on spirits in recent years, particularly in France and Belgium. In order to retain its position as the market leader, Ricard pays close attention to shifts in consumer expectations and adapts its public communications accordingly.

Returning to our roots: the refreshing Ricard taste

One year ago, Ricard launched a new campaign, "Jaune avec un grand R" ("Golden with a capital R"), a rather cheeky and humorous proclamation of its market-leading position, its energy and its creativity. Designed in the form of calligrams – in line with Ricard's longstanding advertising tradition –, the images symbolise the brand's iconic attributes: gold, the brand's emblematic colour, R, for its creator Paul Ricard, the classic blue background, the golden balloon glass. This year, Ricard has taken the floor again with a second work of art, which celebrates the characteristically refreshing taste of Ricard, that of cold water and ice-cubes at the heart of the Ricard ritual.

Creativity - the lifeblood of the brand

As the source of inspiration for many designers for more than 80 years, Ricard symbolises the sublime chemistry of pastis and water. In order to showcase

this union once more, the brand entrusted architects Dominique Jakob and Brendan MacFarlane with the design of a pair of sculpted carafes: one for the Ricard, the other for the water. This stylish, limited edition duo was available in France through certain high-end wine merchants, bars and restaurants.

Spring 2014 saw the launch of a new collector's bottle, created by Isabelle Cornaro, to further showcase the brand. Discovered by the Ricard Corporate Foundation, this young artist has designed a radiant, luxury product, which takes its inspiration directly from the decorative motifs of the 1930s, paying tribute to the era when the brand first appeared. In a nod to the founder, it features the return of the acanthus leaf motif, chosen in 1932 by Paul Ricard himself to adorn the label of his bottle. And as mixing a pastis is an art form, Mathieu Lehanneur designed a new range of serving items – a glass and a carafe – designed to lead the different stages of the Ricard ritual. The foot of the glass has thus been designed to hold one measure of Ricard, with 5 measures of water in the body.

RICARD, A PIONEER OF CREATIVE COMMUNICATION SINCE 1932

In addition to having invented the pastis which bears his name, Paul Ricard was also a pioneer of product-based communication. Since 1932, the history of Ricard has been marked by promotional items that bear witness to its constant evolution. Water jugs, glasses, trays, etc. Those many items continually reinvent the Ricard ritual, enriching the brand's epic tale of advertising over the decades.



Scan this flashcode for photos and videos of the year's events by Ricard

Ricard

"Between creative daring and respect for historical values, Ricard ensures it stands out"



4.8
MILLION
CASES SOLD

+4%
IN VALUE

41.5%
MARKET SHARE OF
ANISE-BASED SPIRITS
IN FRANCE*

* Nielsen, FYTD 2014.

Beefeater

"Beefeater has effectively leveraged the global appeal of London to lead a resurgence in gin consumption"



2.6
MILLION CASES
SOLD

STABLE
IN VALUE

+5%
IN VOLUME
IN EASTERN EUROPE

With its international fame as an influential, fashionable, vibrant city, London's creative spirit continues to generate excitement throughout the world and to inspire Beefeater. Building on its unique identification with London, where its record of distilling authentic London gin in its city of origin is second to none, Beefeater has a strong platform to reinforce its contemporary, dynamic feel, particularly in appealing to the key young adults consumer audience as a trendy, lively choice.

Through a combination of events, advertising and special editions, the brand has effectively leveraged the global appeal of London to lead a resurgence in gin consumption.

Bringing The Spirit of London alive

A key event during the year came with the opening of "Beefeater London – The Home of Gin", London's first ever gin distillery visitor centre. This new site amplifies Beefeater's unique position as the last traditional gin brand still distilled in London, carrying on a tradition since the 1860s.

Visitors to the distillery, located in Kennington, London, are invited on a walk through the history of London gin, before visiting the still house itself, smelling and touching the botanicals that make Beefeater's London Dry Gin unique. The visit is concluded by a tasting of the finished, award-winning product.

Building the world of gin

As the category's No. 2 Premium gin, Beefeater is leading a process of seeding into markets around the world, such as Eastern Europe (+5% in volume) or Greece (+30%).

Beefeater also continued to show its resiliency with its ability to generate growth even in mature markets. In its home market, the United Kingdom, Beefeater posted +23% growth. In Spain, at a time when all other spirit categories are in decline, the gin category is increasing and Beefeater has become the country's number one spirit brand, with more than one million cases sold annually.

Trendsetter

Beefeater special editions helped create passion for the brand and infuse the energy behind the rediscovery of gin. The embodiment of contemporary cocktail culture, Beefeater 24 super-Premium edition registered its fifth year of very strong growth while the brand's new small-batch, hand-produced Burrough's Reserve expanded into 10 markets in its first year as an ultra-Premium gin.

The year also saw a class of true connoisseurs of fine spirits – and key consumer influencers – take on the global challenge of creating the world's most outstanding cocktails in Beefeater's third Global Bartender Competition. Leading bartending talents from 26 countries demonstrated their creativity and mixology skills at the finals in London, won by Jason Williams of "The Rook" bar in Sydney, Australia, with his 'Werewolves of London' cocktail. He impressed the judges with his blend of Beefeater 24 gin, orange and peach liquor, lemon juice and frankincense bitters, finished off with a green tea mist.

LONDON, MY HOMETOWN

In transmitting the London aura in overseas markets, Beefeater's innovative digital advertising campaign, "My London", brings London to life by featuring real Londoners who reveal the secrets of their city. In sharing what they love about their hometown with people around the world, these ambassadors reinforce the iconic image of Beefeater's physical and spiritual home.



Scan this flashcode for photos and videos of the year's events by Beefeater

Above all, the history of the house of Martell is one of both a terroir and a man of exceptional character: its founder, Jean Martell. Launched this year in honour of the brand's creator, Martell Caractère is a cognac for those who embody the courage and determination of Jean Martell, who overcame all obstacles to create what is now the oldest of the great cognac Houses. In fact, it is in this spirit of conquest that the brand has chosen this blend to revitalise its sales in the United States, the world's largest importer of cognac. Numerous celebrities from the worlds of arts and business attended the launch of this cognac in Los Angeles in the autumn of 2013, and it is already well recognised by connoisseurs. The launch event offered the opportunity to show the preview of *Martell Icons of Caractère*, a short film produced in collaboration with American actor Andy Garcia. Martell is also continuing to expand into new markets, particularly in South Africa and Nigeria.

Recruiting new consumers

Launched in China in September 2013, Martell Distinction is specifically designed for the Chinese market, as the ideal accompaniment to a meal. In creating this new product, Martell drew upon the full range of the House's expertise, and upon its absolute mastery of wine-making techniques, in particular. The result is an exceptionally aromatic taste, which complements the flavours of Asian cuisine perfectly. This addition to the range has helped the brand to consolidate its position in China, despite the austerity measures which have affected sales of top-of-the-range products, and to continue to attract new consumers.

The art of living 'à la française'

As the very embodiment of French flair and elegance since its foundation, the House chose to launch Paris Style, its first limited edition Martell VSOP, which takes its inspiration from the Parisian district of Saint-Germain-des-Prés, and from the artistic, intellectual and cultural life of the French capital. The spirit of the Left Bank is also reflected in the label, with the symbolic reference to the iconic Morris columns, which are famous throughout the world.

This is a product which is designed to appeal to new connoisseurs of cognac, and particularly to Russian consumers, who are eager to purchase prestige products that are made in France.

Travel Retail: a showcase for excellence

Other highlights of the past year include the Travel Retail launch of the Martell Cordon Bleu "Tribute to Cellar Masters" limited edition and the Millésimes 1971 Collection, a selection of prestigious eaux-de-vie which have been aged in the "Chais de la Coquille", the House's oldest cellars, for over 40 years. Created as a limited series, it embodies the exceptional qualities of elegance, balance and complexity that characterise Martell cognacs.

CLOSE TO 300 YEARS OF HISTORY

In 2015, the Martell house will celebrate its tercentenary; three hundred years of history which is inextricably linked to the town of Cognac, its terroir and its people. In preparation for these birthday celebrations, Martell has launched a "Grand Récolte" amongst cognac enthusiasts, to research and compile previously unseen archive documents. Adverts, letters, account books, photos, promotional items and testimonials have been gathered throughout this process, to produce an outstanding archive that illustrates the social, economic and industrial history and the importance – even then! – of local and international partners.



Scan this flashcode for photos and videos of the year's events by Martell

Martell

"The oldest of the great cognac Houses continues to recruit new consumers"



1.9
MILLION CASES
SOLD

-9%
IN VALUE

NO. 2
COGNAC BRAND IN
VOLUME AND VALUE,
INTERNATIONAL LEADER
IN THE XO CATEGORY



FROM PRODUCTION TO COMMUNICATION... AT OPPOSITE ENDS OF THE CHAIN, FRÉDÉRIC AND CARMEN ADD VALUE TO THE LEGACY OF THE HOUSE OF MARTELL.



CARMEN GUERRERO, EXTERNAL COMMUNICATION PROJECTS COORDINATOR, PERNOD SA
FRÉDÉRIC POTIER, PLANT MANAGER, MARTELL, MARTELL MUMM PERRIER-JOUËT

The Glenlivet

"The Glenlivet is well-positioned to continue to lead the global ascendancy of single malt whisky"



One of the prestige references in the Pernod Ricard portfolio, The Glenlivet continues to help lead a global "malt boom". Founded in 1824 by George Smith, The Glenlivet is crafted in the remote Livet Valley at the heart of Scotland's Speyside region, considered to be the premier region for Scotch whisky.

As demand for single malt Scotch whisky continued to soar in 2013, The Glenlivet also further strengthened loyalty among its already passionate network of ambassadors, the "Guardians", through imaginative new consumer interactions.

981
THOUSAND CASES
SOLD

+8%
IN VALUE

+5%
IN VALUE IN
THE UNITED STATES

Sharing knowledge

Leveraging trends in favour of craftsmanship and authenticity, the brand built on the success of last year's The Glenlivet Alpha "mystery" whisky launch by turning to its followers for help in the creation of its new limited edition.

Combining innovation in both product development and digital interaction, The Glenlivet invited its ambassadors to participate in selecting its newest crafted product through a series of whisky fairs and tastings. The hugely popular The Glenlivet Guardians Chapter limited edition was an instant collector's item – and met with the full approval of Alan Winchester, the master distiller.

The campaign extended The Glenlivet's tradition of valuing its direct relationship with consumers through live events and digital interaction. The brand's 300,000 online followers include a core of single malt connoisseurs who engage unreservedly in the on-going global conversation, asking questions and expressing their opinions, generating loyalty and preference for the brand.

Leading the category

Number one in the U.S., the world's largest single malt market, The Glenlivet continues to lead the category's global boom, growing at a double-digit pace in over 40 countries, many of them new to single malt. The brand's quality, authenticity and engaging brand activations are credited with having attracted more new consumers than any other single malt, reinforcing its reputation as "the single malt that started it all."

The Glenlivet showed particular strength during the year in markets such as South Africa (+34%), the UK (+10%), Canada (+13%) and India (+52%), where it became the leading single malt. The brand also demonstrated continued resiliency in Taiwan (+1%) and Germany (+4%). Strong performance of innovations helped to capture value, including the Travel Retail exclusive The Master Distillers Reserve (+22%).

Strong assets

Combined with its internationally acclaimed, award-winning taste, and the on-going popularity of its super-Premium, ultra-Premium and Prestige references, The Glenlivet is well-positioned to build on its momentum and continue to lead the global ascendancy of Premium+ single malt whisky.

RETURN TO THE ROOTS

Another example of The Glenlivet's success was the strong reception for its new specialist offering, Nàdurra Oloroso. The first major expression to be matured purely in rare sherry casks, Nàdurra Oloroso is produced without chill-filtration to deliver more body and a richer texture, staying true to the style of whisky as it was enjoyed in the 19th century, and capitalising on the trend for quality, crafted brands with a true heritage.



Scan this flashcode for photos and videos of the year's events by The Glenlivet

Outside of France – the main market for G.H.MUMM champagnes –, the brand is continuing to grow, maintaining its position as the third-largest international champagne house. The same ranking has also been achieved in Asia, a region with strong potential for the brand, which posted solid value growth in the region in 2013. G.H.MUMM has seen its sales rise in 2013/2014 due to the exporting of its champagnes to Australia, Japan and Singapore.

The brand synonymous with success

The “red sash” brand continues to be known for playing its part in celebrations. A partner to Formula One Grand Prix events since 2000, the G.H.MUMM Cordon Rouge jeroboam has come to be considered as the icon of “shared victory”. Pulling in close to two billion viewers around the world, the champagne ceremony is a high point in a competition conveying values that the brand holds dear: passion and the quest for performance. As a symbol of its pride in continuing this tradition, G.H.MUMM unveiled its new victory bottle at the 2013 Monaco Grand Prix; a G.H.MUMM Cordon Rouge jeroboam with a contemporary design.

A legacy of excellence

In order to offer exclusive experiences to champagne lovers, G.H.MUMM endeavours to present different Prestige cuvées, such as the most recent 2006 Millésimé, an exceptional blend created by Didier Mariotti, the House's Cellar Master since 2006. Twelfth in a line continuing the wine-making legacy for almost two centuries, he is responsible for blending each vintage in the purist style of G.H.MUMM, by drawing on his wealth of experience and his personal touch. The brand's know-how is renowned among the world's leading experts in the field – in 2013/2014, G.H.MUMM champagnes were awarded 19 prizes in the world's most prestigious tasting competitions. Most notably, in 2013 the house won the International Wine Challenge (IWC) Trophy for its Blanc de Blancs Mumm de Cramant cuvée, a Gold Medal

at the Imbibe Sommelier Wine Awards for its G.H.MUMM Rosé and a Gold Medal at the San Francisco International Wine Competition for its iconic G.H.MUMM Cordon Rouge cuvée.

638
THOUSAND CASES
SOLD

+2%
GROWTH IN VALUE

+41%
IN VALUE
IN AUSTRALIA*

REINVENTING TRADITION

Following an initial collaboration with designer Patrick Jouin in 2011, G.H.MUMM asked Ross Lovegrove to revisit the ritual of sabrage, a long-practiced technique for opening a champagne bottle, which is attributed to Napoleon's cavalry regiments. The famous designer has therefore turned the sabre into a new and contemporary object, with smooth and fluid lines. A way of uniting two worlds: that of a historic champagne house that is always on the leading edge and that of an internationally renowned designer, a key influence on aesthetic expression in the 21st century.



Scan this flashcode for photos and videos of the year's events by G.H.MUMM

G.H.MUMM

“The ‘red sash’ brand has grown to play an essential part in celebrations”



* Nielsen, 12-month value, end of June 2014.

Perrier-Jouët

"The House reaffirms its style, which has long been associated with artistic creation and artisanal craft"



*International champagne houses, volumes.

Perrier-Jouët is going through something of a golden era, or a "belle époque", as the French might say – not only has the brand consolidated its position as the world's third best-selling brand for its Prestige cuvées, it has recorded fine performances across its historic markets, such as France, the USA, Italy and, of course, Japan, which has become the brand's largest export market. Characterised by its historical attachment to Art Nouveau, the House has remained faithful to its fundamentals, showcasing on the bottles of its Belle Époque cuvée the famous anemones created by Emile Gallé in 1902 – a motif inspired by Japanese floral prints and designs. They represent a key element of the new Perrier-Jouët Grand Brut design, launched in autumn 2013. This reaffirms the champagne House's style, which has long been associated with artistic creation and artisanal craft.

272

THOUSAND CASES
SOLD

+16%

IN VALUE

No. 3

CHAMPAGNE HOUSE
IN THE USA*

Art Nouveau: everyday beauty and emotion

True to its penchant for art, in 2013, Perrier-Jouët also unveiled the InBloom Fresh Box case, the result of its collaboration with Benjamin Graindorge, an up-and-coming French designer. Fascinated by the richness of nature, Benjamin Graindorge has created an exceptional case, with its refined, contemporary lines, inspired by the buds and fluid forms of Art Nouveau. In keeping with the idea of a protective cocoon, the InBloom Fresh Box resembles a flower that is ready to bloom, delicately enveloping the Grand Brut and Blason Rosé cuvées.

Art Nouveau was also the focus of the 9th Design Miami/ show, the world's largest design and modern art fair, bringing together collectors, gallery owners and art critics from across the globe. After *Lost*

Time, the installation presented by Studio Glithero at the last Design Miami/ show, the House was there once again this year, presenting a piece by artist Simon Heijdens, entitled *Phare n° 1-9*. This project was created as an homage to nature, which has inspired the spirit of the champagne house for more than a century. This was a fantastic opportunity to highlight Perrier-Jouët's history and its two-hundred-year-old association with Art Nouveau, a style with aesthetics and emotion at its core.

A member of the elite

In the same vein, Perrier-Jouët took part in Monaco's prestigious Rose Ball with its Belle Époque Rosé 2004 cuvée. This charity gala evening, first hosted almost 60 years ago by Princess Grace of Monaco, strengthens the historic relationship between the principality and the champagne house. It is a prestigious partnership that forms part of a long tradition, and Perrier-Jouët has been associated with many great princely and royal events since its creation.

PERMANENCE AND PATIENCE

Undeniably, one of the great defining qualities of the Perrier-Jouët house is consistency. Over two centuries, its heritage has been passed down by just seven cellar masters, and the current incumbent, Hervé Descamps, has held the position for over 30 years. In 2013, he launched his eighth vintage, Belle Époque 2006. Matured for almost six years under the chalk of the House's historic cellars, this new cuvée is the quintessential expression of Perrier-Jouët's style.



Scan this flashcode for photos
and videos of the year's events
by Perrier-Jouët

Beginning where other whiskies end is the defining signature of Royal Salute. The Scotch whisky brand takes its name from the Royal Navy's traditional 21-gun salute that has been fired to honour dignitaries, sovereigns and nations since medieval times in the United Kingdom. Long associated with prestigious events, the first bottles of Royal Salute were created for the coronation of Queen Elizabeth II in 1953. In 2012, Royal Salute became the first ever brand to be officially associated with the Royal Gun Salutes at the Tower of London, as part of a long-term partnership with the independent charity Historic Royal Palaces.

Expanding range

Over the year, the brand focused on increasing its footprint beyond its largest market, China, where it is the No. 1 Prestige whisky. Through its international approach to luxury markets, Royal Salute has succeeded in building a strong presence in South Korea (+12%) and Vietnam (+7%), while broadening its presence in new and emerging markets around the world such as Brazil. Travel Retail (+9% in value) also represents a key channel.

The brand also has expanded by widening its range, such as through the introduction of its Diamond Tribute 60th anniversary edition and Limited Edition Polo Batch, in recognition of the brand's association with world polo. In extending its partnerships with luxury retailers, the brand has further broadened its ability to connect directly with high net worth consumers.

Gateway to luxury: polo

Being the king of sports and the sport of kings, the power and grace of the game of polo, the skill of the players, integrity and honour are values which are also inherent to Royal Salute whisky. The brand's World Polo platform now extends to 14 countries. Royal Salute's commitment is personified through its ambassador and the world's leading polo player, Argentine Facundo Pieres, who appeared in a new print advertising campaign during the year. In December, Royal Salute celebrated its commitment to polo with the launch of its first-ever World Polo Limited Edition bottle.

A striking new bottle the new offering contained a special batch of Royal Salute 21 Year Old designed to be highly sought-after by whisky collectors and connoisseurs around the world.

Polo events generate international appeal

Royal Salute continued its sponsorship of the world's most prestigious international polo events through its Royal Salute World Polo Series, held across the Americas, Asia, Pacific, Europe and the Middle East. Among the year's highlights was the December 2013 Maharaja of Jodhpur Golden Jubilee Cup tournament, played in the foothills of the Umaid Bhawan Palace in Jodhpur, India, at which Royal Salute celebrated its fourth year as sponsor. Spectacular images from the tournament were captured by German model and photographer Johannes Huebl, who shared a digital record with his 150,000 followers via Instagram. In July 2014, the brand was on hand at Guards Polo Club as the official sponsor of the Audi International Polo world-class match between Argentina and England for one of polo's most prestigious trophies, the Coronation Cup. The brand has also been a sponsor of the Sentebale Royal Salute Polo Cup, the charity founded by England's Prince Harry and Lesotho's Prince Seeiso. The organisation works to help some of Lesotho's most vulnerable children.

SENSING LUXURY

In Shanghai, Royal Salute's "Alchemy" exhibition of sculpture, film, food and music celebrated the brand's special artistry through a series of immersive spaces, each representing one of the brand's signature blends. Each blend's space transmitted the sights, sounds, tastes, smells and feel that inspired it, providing guests with an interactive sensory experience of discovery.



Scan this flashcode for photos and videos of the year's events by Royal Salute

Royal Salute

"The brand focuses on increasing its footprint beyond China through its international approach to luxury markets"

183

THOUSAND CASES SOLD

-8%

VALUE GROWTH

+14%

IN VALUE IN ASIAN TRAVEL RETAIL



Jacob's Creek

"To hold its position as a pioneer in the Premium wine landscape, the brand taps into new consumer trends"



6.2
MILLION CASES
SOLD

-6%
IN VALUE

+23%
IN VOLUME
IN INDIA

For a brand that has earned more than 7,000 medals over the last 30 years, and been ranked one of the world's most admired wine brands,⁽¹⁾ Jacob's Creek shows a remarkable ability to continue to deliver innovation. Whether it's launching a new brand identity, partnering with one of tennis' greatest champions or creating culinary matches with some of Asia's most prestigious chefs, the brand's year was defined by the exploration of new opportunities. Throughout all this, Jacob's Creek has always stayed true to its winemaking philosophy, remaining firmly connected with its rich heritage and provenance, whilst creating high quality contemporary Australian wine styles that express true varietal character. This approach has helped Jacob's Creek maintain a top position in many markets, including its home market, Australia.

Ground breaker

To hold its position as a pioneer in the Premium wine landscape, Jacob's Creek must keep leading wine innovation, tapping into new consumer trends and daring to explore uncharted territory. In Japan, as a follow up to the successful launch of WAH white in 2013, Jacob's Creek's collaboration with renowned chef Toru Hashimoto resulted in the creation of the innovative WAH Red. The master chef travelled to Australia's Barossa Valley, the home of Jacob's Creek, to work directly with winemakers to create the perfect blend to accompany his dishes, prepared in the Edo-style Kaiseki tradition. The WAH range has exceeded its sales target by more than 60% in Japan, which has grown to be the world's 15th largest wine consumption market. A second collaboration with internationally-renowned Thai chef Ian Kittichai has resulted in the creation of Lamoon, the world's first wine developed specifically for Thai cuisine.

Knowing what you want

The brand also responded to a growing consumer demand for sweeter style wines by creating a wine that offers a perfect balance of sweetness and acidity, with a light and fresh finish. Twin Pickings, with a drop of Moscato Bianco, hit retailers in the UK in July. The brand's latest experiential activation, the "Blend" pop-up bar, provided consumers with

an opportunity to create their own personalised wines and to work one-on-one with an expert winemaker. Piloted in Auckland, New Zealand, this innovative approach to consumer engagement had an extremely positive impact, with 86% of attendees reporting that the experience increased their consideration of the brand. Attendees at the Blend bar created more than 1,200 personalized wines in under 2 months, exceeding all expectations. The most popular red and white wines created by consumers were then produced for the New Zealand market.

Open personality

In addition to its high-profile tennis sponsorships, including the Australia Open, Jacob's Creek continued to score points with fans of both wine and tennis through its popular *Open Film Series*, featuring four-time Australian Open men's singles champion Andre Agassi. In the third instalment, Agassi takes viewers on a journey across America, sharing an intimate look at his own provenance – the people and places that helped to shape his character. This year the Open campaign benefited from increased exposure with nearly 700,000 views of the Open films and digital reach of 10 million.

(1) Drinks International Magazine.

A NEW BRAND ICON

With the first brand refresh since 1976, Jacob's Creek sought to connect its contemporary style with its rich heritage. The new brand icon embodies the Jacob's Creek story – with vine leaves on either bank of the creek, which flows from its humble beginnings and ultimately into a wine glass. The elegant and confident visual refreshes the brand's clarity, whilst proudly celebrating the legacy and craftsmanship of its history.



Scan this flashcode for photos and videos of the year's events by Jacob's Creek

T rue to its reputation as a pioneer of Marlborough Sauvignon Blanc, Brancott Estate continues to push the frontiers of winemaking. The launch of ultra-Premium Brancott Estate Chosen Rows Marlborough Sauvignon Blanc 2010 further establishes the brand's Premiumisation. The brand also followed up on last year's success with Brancott Estate Flight, its early harvest, low alcohol innovation, by introducing Brancott Estate Flight Song in the U.S. It responds to consumer demand for a lighter style that doesn't compromise the wine's taste and flavour complexity.

The Chosen Rows journey

The creation of this new benchmark began in 2008. A large team – including experts in winemaking, viticulture, as well as research and development – studied the fundamentals of Sauvignon Blanc from every angle and managed trials across 14 specially selected Marlborough vineyard blocks. The team consulted with a Professor of Oenology at the University of Bordeaux, Denis Dubourdieu, one of the world's most renowned Sauvignon Blanc experts, who came to New Zealand in February 2009 to inspect the vineyards and discuss winemaking processes. As the project moved toward culmination, numerous tastings were held with media and trade professionals, the key 'gatekeepers' who influence and speak to the ultimate consumers. The result of these collaborations is an award-winning fine wine of great palate weight and texture that conveys its sense of place through its signature fruit expression. This year, the super-Premium wine launched with great success in the U.K., further reinforcing Brancott Estate's position as the number one New Zealand wine brand by volume in that market.

Fresh taste, full flavours

With Flight Song, wine lovers in the U.S. now have the freedom to enjoy the full flavour of the original Marlborough Sauvignon Blanc but with 20 percent fewer calories than a typical wine of the same varietal. Brancott Estate's winemaking approach

ensures that all of the distinctive Marlborough flavours found in a full-strength wine are retained. Crafted with grapes harvested earlier in the season, when sugar levels are naturally lower, Flight Song retains true Sauvignon Blanc freshness and ripe flavours. Flight Song Marlborough Sauvignon Blanc 2012 won Gold in the Sauvignon Blanc category of the New Zealand International Wine Show. Its March 2014 launch in North America helped drive strong performance in the U.S. (+17%) and Canada (+7%).

2.1
MILLION CASES
SOLD

+9%
IN VALUE

+7%
IN VOLUME IN THE U.K.

PIONEERS OF MARLBOROUGH

Building on its original Marlborough Sauvignon Blanc story, Brancott Estate celebrated its pioneering role through the rollout of a global advertising campaign – "Pioneers". This campaign portrays chalkboard artists creating innovative drawings, evoking the pioneering spirit of the winemakers who created the first Marlborough Sauvignon Blanc in an area considered too cold to grow grapes.



Scan this flashcode for photos and videos of the year's events by Brancott Estate

Brancott Estate

"The brand constantly works on improving its winemaking processes and its references"





MIRIAM AND KENNY PUT ON A UNIQUE EVENT TO CELEBRATE THE TASTE AND AROMA OF CAMPO VIEJO, GIVING BRITISH WINE-LOVERS AN AUTHENTIC SPANISH EXPERIENCE... IN LONDON.



MIRIAM ECEOLAZA ZABALZA, GLOBAL MARKETING DIRECTOR, PERNOD RICARD WINEMAKERS SPAIN
KENNY HYSLOP, HEAD OF EXPERIENTIAL MARKETING, PERNOD RICARD UK

Campo Viejo

2.1
MILLION CASES
SOLD

+10%
IN VOLUME
AND VALUE

+43%
IN VOLUME IN
CANADA



With its strong brand identity and capabilities for innovation, Campo Viejo, Pernod Ricard's flagship Rioja wine, continued to lead the market. Through an innovative global experiential campaign, Campo Viejo's Spanish expression came alive in cities around the world, supported by the launch of the Limited Edition Reserva, with label design by street artists Okuda and Remed. The brand also strengthened its environmental credentials with the release of its first organic wine, Ecológico.

Spanish spirit in the street

Building on the momentum of its prior year launch, Campo Viejo's "Streets of Colour" campaign went truly global in 2014, expanding into new regions including: Miami (wall painting), Oslo (school art contest), Dublin (local urban artists and tapas) and Toronto. In Brussels, more than 20,000 consumers participated in an itinerant food truck-painting event in March. At the April event in Barcelona, the team engaged 20 journalists in the "colour tastings", participated in a school art partnership and conducted in-store events involving a local artist. The London event in May was bigger and better than ever before and resulted in the sale of more than 25,000 glasses of Campo Viejo.

Number one Rioja

The brand's reputation for quality has contributed to three years of double-digit growth, making it Spain's best known wine brand, the world's No. 1 Rioja brand and a leading brand in the U.S. Campo Viejo also continues to diversify and grow in new markets, including Russia (+45%) and Canada (+43%).

Success for the brand doesn't stop there: not only is Campo Viejo the UK's No. 1 Rioja brand,⁽¹⁾ but Campo Viejo Tempranillo has been ranked the No.1 red wine in the UK and the 3rd biggest-selling wine in the UK by value.⁽²⁾ Campo Viejo also extended its leadership in key international markets, building on innovations such as the launch of Garnacha Rioja. Considered the fruitiest expression of Rioja, Garnacha is grown from Campo Viejo's old vines in the historic terroir of Rioja Baja, traditionally the warmest part of the region.

(1) By volume and value AC Nielsen 26.04.14.

(2) Growing at 25.2% MAT AC Nielsen 26.04.14.



Scan this flashcode for photos and videos of the year's events by Campo Viejo

Graffigna

With over 140 years of winemaking expertise, Graffigna continues to set the pace for the Argentinian wine market in North America, particularly in Canada, where it is growing ahead of the category (+14%).

Growing higher

Graffigna's success was further enhanced by the launch of Centenario Elevation Red Blend in March, which was positively received by the network and trade in the U.S. The wine pays tribute to founder Santiago Graffigna, who brought with him from Italy a passion for wine and access to European vine varieties, and founded the estate in 1870 at

the foot of the Andes. In the region's dry climate, with more than 300 days of annual sunshine and wide temperature variations, he recognized the potential to create full-bodied, elegant and aromatic wines, understanding that altitude would enhance the quality of local red varieties. Elevation Red Blend is scheduled for launch in 2015 in Canada.



Scan this flashcode for photos and videos of the year's events by Graffigna

244
THOUSAND CASES
SOLD

-3%
IN VALUE

+14%
IN VALUE
IN CANADA



KEY LOCAL BRANDS

The 18 key local brands, often leaders in their markets, ensure that Pernod Ricard has a strong presence in the distribution channels where they are sold. Reflecting local preferences in spirits consumption, they offer the Group's international brands real opportunities for market penetration in selected territories, particularly in emerging countries.



100 PIPERS
NO.1
STANDARD WHISKY
IN THAILAND

/
NO.2
STANDARD WHISKY
IN ASIA

PASTIS 51
NO.2
ANISE-BASED SPIRIT
IN FRANCE

BECHEROVKA
NO.2
BITTERS
IN THE CZECH REPUBLIC

ARARAT
NO.2
BRANDY
IN RUSSIA

BLENDERS PRIDE
NO.2
WHISKY
IN ARGENTINA

CLAN CAMPBELL
NO.1
PREMIUM WHISKY
IN FRANCE



IMPERIAL BLUE
NO.6
WHISKY
IN INDIA

IMPERIAL
NO.2
WHISKY IN
SOUTH KOREA

OLMECA
NO.1
TEQUILA
IN RUSSIA

PASSPORT
NO.2
STANDARD WHISKY
IN BRAZIL

AMARO RAMAZZOTTI
NO.2
BITTERS
IN GERMANY

RUAVIEJA
NO.1
LIQUEUR
IN SPAIN



ROYAL STAG
NO.3
WHISKY
IN INDIA

SUZE
NO.1
BITTERS
IN FRANCE

SEAGRAM'S GIN
NO.1
GIN
IN THE UNITED STATES

WISER'S
NO.1
WHISKY
IN CANADA

WYBOROWA
NO.1
STANDARD VODKA
IN POLAND

SOMETHING SPECIAL
NO.7
WHISKY
IN VENEZUELA

Source: The Pernod Ricard Market View, based on IWSR, data at year-end 2013.



IAN FITZSIMONS
General Counsel

LOOKING BEYOND OUR BORDERS

“WHETHER IN TERMS OF DATA GOVERNANCE OR A SYSTEMATIC APPROACH TO INNOVATION, OUR LEGAL TEAMS MUST GO BEYOND THE NATIONAL FRAMEWORKS TO SUPPORT THE COMPANY’S TRANSFORMATIONS, BROUGHT ABOUT BY TECHNOLOGICAL CHANGE AND ACCELERATED GLOBALISATION.”

Pernod Ricard's Premiumisation strategy – its upscaling into the luxury goods market – is fuelling counterfeiters' greed. What impact has this scourge of counterfeit products had on the Group?

Ian Fitzsimons: Whether it concerns counterfeit bottles, counterfeit labels or attempts to pass off lower quality spirits for the genuine article, these are all criminal activities that pose health problems for consumers, tarnish the brands' image and cause direct financial losses for the company. The counterfeiting business is booming, with almost no sector left unscathed. The luxury sector has been particularly badly hit. To protect its brands from the many attacks they face, Pernod Ricard has led a long and active campaign against counterfeiters, particularly in sensitive markets such as China (along with Colombia, Thailand, Indonesia and Vietnam), where certain high-end brands, like Chivas Regal, Royal Salute and Martell Cordon Bleu, have to be protected from the phenomenon.

What measures has Pernod Ricard put in place to combat counterfeiting? How effective have they been?

In 2013/2014, Blue Lotus – the anti-counterfeiting programme launched by Pernod Ricard in 2007 – achieved exemplary results in China thanks to the work of five dedicated key teams made up of legal experts, investigators, engineers, public affairs and communicators. A result of the Group's commitment to innovation and digital technology, the Blue Lotus teams have developed a new solution to authenticate our bottles and guarantee that they can be traced: the traceability sticker. The principle is simple: using their smartphone, consumers can now scan a QR code to verify a bottle's authenticity. This process is all the more useful as it facilitates the traceability of the supply chain, interaction with consumers and their involvement in product verification, and access to the brands' digital world. Internally, the seal vector – a coded square that is impossible to photocopy – allows our investigation teams to carry out an additional check. Of course, the Group is working in close cooperation with local public authorities on the ground, particularly in connection with legal proceedings. This year, the work of the Group's legal teams has helped to sentence 63 counterfeiters to a total of 71 years in prison and to fines totalling close to RMB 7,000,000 (approx. €830,000).

How is the fight against counterfeiting perceived locally?

We are continuing to strengthen our cooperation with local authorities in the fight against counterfeiting, which negatively impacts the image of countries where it is prevalent. To raise awareness of this, Pernod Ricard runs local communication campaigns, for example in China, to highlight the means used to guarantee the authenticity of our products. Moreover, consumers' use of the traceability label is meeting with increasing success. Following these encouraging results, new initiatives are being planned for the coming months to promote the use of QR codes outside of large Chinese cities.

What about online counterfeiting?

Faced with the development of digital technology, Pernod Ricard has made the fight against online counterfeiting its latest mission. Furthermore, we are the first international company to have signed a cooperation agreement with the Chinese online retailer Alibaba. In total, 630 links to counterfeit products have already been removed and seven online shops closed.

IN YOUR DAY-TO-DAY WORK, WHAT VALUES AND PRINCIPLES DO YOU TRY TO CONVEY?

Data protection, brand protection, combating corruption and competition law are just some examples of our work. There are so many areas which, given the context of globalisation and rapid technological change, can only be understood from a global perspective. I encourage my teams to take on these challenges using a cross-functional approach, by strengthening the coordination of local and global teams on the one hand, and that of the legal teams with other functions. The sharing and transparency of information are key in order to ensure optimal coordination and effectiveness in our subject areas.



Has the acceleration of digital technology and the mass expansion of available data – the “big data” – brought to light new legal challenges, particularly in terms of personal data protection?

Yes, absolutely. Digital technology forms an integral part of consumers' daily life. It offers them a way to interact with our brands, allowing us to know more on their preferences and buying behaviour. Internally, this results in an acceleration of global IT projects relating to the implementation of the Group database and, consequently, a wide-ranging assessment of data governance within the Group that aims to anticipate its usage and make it secure. The advent of this new discipline has led our legal teams to reconsider their priorities. A legal expert specialising in digital technology issues has recently been recruited at Group level to provide us with specific skills in this area.

Has Pernod Ricard's strong dynamic of innovation revealed new needs in terms of asset protection?


Of course, and this tendency is even stronger given the digital revolution we were just discussing. Project Gutenberg, for example, is an example of this complexity. With its connected platform and its one-to-one distribution model, we now have to protect an entire ecosystem. More than ever, we have to develop a holistic approach to innovation, taking each aspect of a project into consideration at every step of its creation: from securing initial discussions to protecting intellectual rights, which includes the new brand, patents, designs and models, and so on.

MARKETS

LOCAL

GLOBAL





02



PERNOD RICARD'S 80 MARKET COMPANIES, GROUPED INTO THREE REGIONS, ARE THE EXPRESSION OF ITS DECENTRALISED MODEL. THEY ARE TASKED WITH PROMOTING AND MARKETING THE BRANDS IN THE GROUP'S PORTFOLIO, AND ARE LOCATED IN THE HEART OF THE MARKETS FOR WHICH THEY ARE RESPONSIBLE.



MAESTRIA

PORTFOLIO PRIORITISATION

CONSUMERS DETERMINE THEIR CHOICES AMONGST SPIRITS BRANDS AND CATEGORIES DEPENDING ON DIFFERENT NEED-STATES AND CONSUMPTION OCCASIONS. MAESTRIA IS A PORTFOLIO PRIORITISATION APPROACH WHICH HELPS PERNOD RICARD ALLOCATE ADVERTISING & PROMOTION INVESTMENTS AGAINST THE MOST PROMISING OPPORTUNITIES, KEEPING IN MIND CONSUMERS' MOTIVATIONS AND STAYING TRUE TO THE BRANDS' GLOBAL PLATFORMS. WITH MAESTRIA, THE GROUP ENSURES THE EFFECTIVENESS OF A&P EXPENDITURES.



ALEXANDRE RICARD

Deputy Chief Executive Officer and Chief Operating Officer

**INNOVATION, DIGITAL, LUXURY,
AND WINNING NEW MARKETS:**

WE'RE ALIGNING THE
GROUP'S ORGANISATION TO
SEIZE ALL FUTURE GROWTH
OPPORTUNITIES.

"TWO-THIRDS OF PURCHASING DECISIONS ARE
MADE AT POINT OF SALE; WE MUST THEREFORE
WIN THE BATTLE BEING PLAYED OUT THERE,
IN ORDER TO WIN THE CONSUMER
AT THAT SPECIFIC MOMENT."

In your view, how did the markets perform in 2013/2014?

Alexandre Ricard: Pernod Ricard's net sales reflect a challenging environment, posting a 7% decline. However, excluding foreign currency effects, organic growth was virtually unchanged. In addition to currency effects, growth was heavily impacted by China, the Group's second largest market. Net sales there fell 23% due to the country's economic slowdown and the anti-extravagance measures taken by the government. In the United States, Pernod Ricard's largest market, sales showed only moderate growth of 1%, not enough to offset China's weaker performance. Moreover, some markets faced major economic hurdles, such as Spain, which saw net sales fall by 7%. The year was also disappointing for Travel Retail Americas and Europe. Finally, some Asian countries such as South Korea and Thailand had to address structural problems that, once again, weighed on our sales performance.

We did, however, post strong performances in emerging markets led by India, Brazil, Russia and Poland (they grew by 7% excluding China), and a recovery in some mature markets, such as Germany (+7%), France (+3%), the UK (+3%), Canada (+2%), Japan (+6%) and Australia (+8%). These results clearly reinforce the relevance of our model, which is based on a balanced geographic presence and an expansion strategy.

Speaking of expansion strategy, which new areas are you targeting?

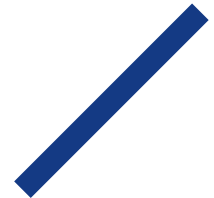
In terms of new territories, sub-saharan Africa is the first place that comes to mind. The Group achieved a strong performance there this year, growing 23%, and most of the affiliates were created less than two years ago. We will pursue our efforts across the continent. Looking more broadly at areas of new growth, we have defined three priorities that we need to address on a cross-functional and holistic basis. The first, Innovation, to capture growth opportunities arising from the emergence of new occasions and avenues of consumption. This year in the United States, for example, we launched Brancott Estate Flight Song to target the growing demand for lighter wines. In Asia, Martell Distinction cognac was created for the Chinese market as the perfect match for meals. We are also deploying innovative marketing and distribution strategies, such as Chivas Home Parties in Colombia that surf the trend of "Hometainment" – i.e., the increasingly frequent hosting of friendly gatherings in our consumers' homes.

The second is the digital revolution and its impact on our B2C (Business to Consumer) relationships and our ways of working. Here, the Group launched a digital transformation programme in 2013: the Digital Acceleration Team (DAT). DAT is centred on three key areas of our relationship with consumers: the use of Big Data, which allows us to learn more about their preferences and to activate the most relevant contact points at the right time; optimisation of CRM (customer relationship management), and finally, e-commerce, whether B2B (Business to Business) or B2C. Related projects also pertain to the digital culture of our teams and adapting our ways of working.

Finally, we need to capture the luxury segment with a dedicated and comprehensive approach to both the markets and our portfolio. We realigned our organisation to address these major challenges with the launch of an operational efficiency project in February: "Allegro".

IN YOUR DAY-TO-DAY WORK, WHAT VALUES AND PRINCIPLES DO YOU TRY TO CONVEY?

The values that I try to convey are those that have led my own actions for years: an entrepreneurial spirit and the desire to win, strengthened by a passion for our business, our brands and our history. I also attach great importance to efficiency through simplicity, common sense, and respect for the women and men whom I collaborate with.



What implications did Allegro have for Market Companies?

As with Brand Companies, we reviewed the Market Companies' organisational structure based on three principles: prioritisation, simplification and mutualisation. In terms of prioritisation, we re-focused them on a central mission: excellence in execution, with a clear focus on the "last three feet" of the consumer. Two-thirds of purchasing decisions are made at point of sale; we must therefore win the battle being played out there, in order to win the consumer at that specific moment. Prioritisation is also reflected in the creation of "Brand and Market Combinations" (BMCs), which associate a given brand with a given market. Depending on their strategic weight, we will distinguish "Lead" BMCs from "Classic" BMCs. In terms of simplification, we grouped the 42 European markets into ten "management entities". As for mutualisation, we would merge the back office functions of Pernod SA and Ricard SA (Human Resources, IT, Finance). We also created regional hubs in Asia. The transition includes changes in the top management: the two Managing Director posts for Brands and Markets will not be replaced.

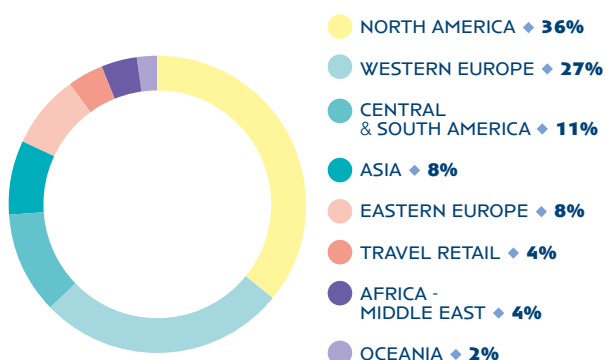
What is the financial outlook for the coming year?

We expect a gradual improvement in sales, mainly due to the progressive recovery of the Chinese market. More generally, the business environment will continue to be challenging, with strong pressure on prices: we will stay in line with the strict policy that we committed to this year. Our priority remains to support the growth of our brands through continued investments in targeted advertising and promotional expenditure across our portfolio. With that in mind, we created the Maestria project, whose pilot was launched in Europe this year and which is now being rolled out across all markets. Its aim is to help Pernod Ricard allocate advertising and promotional expenditure based on opportunities that will bring the best long-term results.

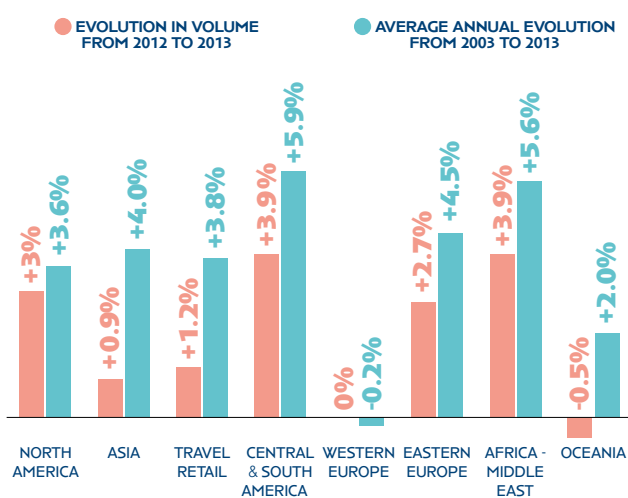
THE GLOBAL SPIRITS MARKET

REGIONAL FOCUS

BREAKDOWN OF GLOBAL SPIRITS CONSUMPTION BY GEOGRAPHICAL REGION



EVOLUTION IN GLOBAL SPIRITS CONSUMPTION BY GEOGRAPHICAL REGION



PERNOD RICARD

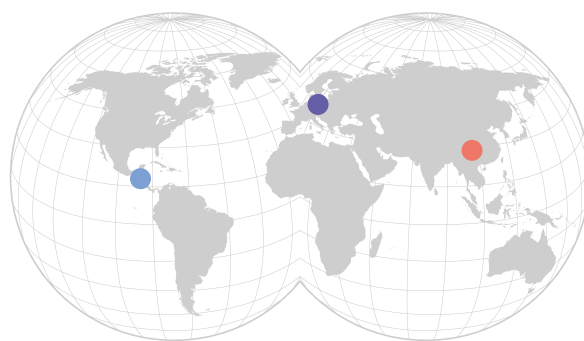
3

REGIONS FOR A GLOBAL LEADERSHIP

Western-style spirits, excluding ready-to-drink, wines and wine-based aperitifs, and champagnes.
Ranking among international groups.

EUROPE, AFRICA AND THE MIDDLE EAST

- NO.1 IN FRANCE
- NO.1 IN SPAIN
- NO.1 IN POLAND
- NO.1 IN GERMANY
- NO.1 IN THE NORDIC COUNTRIES
- NO.4 IN THE UNITED KINGDOM
- NO.3 IN ITALY
- NO.2 IN EASTERN EUROPE
- NO.2 IN GREECE
- NO.2 IN RUSSIA
- NO.1 IN CZECH REPUBLIC
- NO.2 IN IRELAND
- NO.2 IN SOUTH AFRICA
- NO.1 IN ANGOLA
- NO.2 IN TURKEY



TRAVEL RETAIL

NO.2 IN GLOBAL TRAVEL RETAIL

AMERICAS

- NO.3 IN THE UNITED STATES
- NO.3 IN BRAZIL
- NO.2 IN CANADA
- NO.2 IN MEXICO
- NO.1 IN ARGENTINA
- NO.3 IN VENEZUELA
- NO.1 IN CHILE

ASIA-PACIFIC

- NO.1 IN INDIA
- NO.1 IN CHINA
- NO.2 IN THAILAND
- NO.2 IN SOUTH KOREA
- NO.2 IN JAPAN
- NO.3 IN AUSTRALIA
- NO.1 IN MALAYSIA

Source: IWSR, data at year-end 2013.

MARKET COMPANIES

THE MARKET COMPANIES OF PERNOD RICARD ARE RESPONSIBLE FOR PROMOTING AND SELLING THE GROUP'S LOCAL AND INTERNATIONAL BRANDS ON THE LOCAL MARKETS THEY ARE RESPONSIBLE FOR. THEIR COMMON GOAL IS TO DELIVER EXCELLENCE IN SALES EXECUTION.

PERNOD RICARD ASIA

PIERRE COPPÉRÉ,
Chairman & CEO
Pernod Ricard Asia

GLEN BRASINGTON,
VP Marketing
Pernod Ricard Asia

BERNARD COULATY,
VP Human Resources
Pernod Ricard Asia

QUENTIN JOB,
VP Innovation & Commercial
Development
Pernod Ricard Asia

CYRIL SAYAG,
VP Legal & Public Affairs
Pernod Ricard Asia

HÉLÈNE DE TISSOT,
VP Finance
Pernod Ricard Asia

PAUL-ROBERT BOUHIER,
Managing Director
Pernod Ricard Singapore-
Indochina-Thailand
CON CONSTANDIS,
Managing Director,
Pernod Ricard Asia Travel Retail

DAVID FREEBORN,
Managing Director
Pernod Ricard Gulf

JEAN-ÉTIENNE GOURGUES,
Managing Director
Pernod Ricard China

MOHIT LAL,
Managing Director,
Pernod Ricard India

KEVIN LEE,
Managing Director
Pernod Ricard Malaysia-Indonesia-
Philippines

HORACE NGAI,
Managing Director
Pernod Ricard Greater China

TIM PAECH,
President & CEO,
Pernod Ricard Japan

JEAN-MANUEL SPRIET,
President & CEO,
Pernod Ricard Korea

PERNOD RICARD AMERICAS

PHILIPPE DRÉANO,
Chairman & CEO
Pernod Ricard Americas

GEOFFROY GERMANO,
VP Marketing
Pernod Ricard Americas

THIERRY POURCHET,
VP Finance & Operations
Pernod Ricard Americas

CEDRIC RAMAT,
VP Human Resources
Pernod Ricard Americas

AUDREY YAYON-DAUVET,
VP Legal & Public affairs
Pernod Ricard Americas

NOEL ADRIAN,
Managing Director
Pernod Ricard Mexico

PIERRE-YVES CALLOC'H,
Managing Director
Pernod Ricard Colombia

JUAN MIGUEL CASELLAS,
Managing Director
Pernod Ricard Chile

THIBAUT CUNY,
Managing Director
Pernod Ricard Brasil

BRYAN FRY,
Managing Director
Pernod Ricard USA

FRANCK LAPEYRE,
Managing Director
Pernod Ricard Americas
Travel Retail

BENOIT LAUG,
Managing Director
Pernod Ricard Argentina

PATRICK O'DRISCOLL,
Managing Director Corby
Spirit & Wine Ltd.

PERNOD RICARD EUROPE, MIDDLE EAST & AFRICA

CHRISTIAN PORTA,
Chairman & CEO
Pernod Ricard EMEA

JEAN-CHARLES CASTELLANO,
Human Resources Director
Pernod Ricard EMEA

NICOLAS KRANTZ,
Administrative & Financial Director
Pernod Ricard EMEA

OLIVIA LAGACHE,
General Counsel
Pernod Ricard EMEA

JEAN-MARC ROUÉ,
Operations Director
Pernod Ricard EMEA

FRANCESCO TADDONIO,
Marketing & Development Director
Pernod Ricard EMEA

ALBENA TRIFONOVA,
Business Development Director
Pernod Ricard EMEA

FABRICE AUDAN,
Managing Director
Pernod Ricard Nordics & Baltics

PHILIPPE COUTIN,
Managing Director
Pernod Ricard Eastern Europe

GUILLAUME GIRARD-REYDET,
Managing Director
Pernod Ricard Central Europe

DAVID HAWORTH,
Managing Director
Pernod Ricard Western Europe

ÉRIC LABORDE,
Managing Director
Pernod Ricard Iberia

JEAN-LOUIS LABORDE,
Managing Director
Pernod Ricard MENAT

DENIS O'FLYNN,
Managing Director
Pernod Ricard UK

LAURENT PILLET,
Managing Director
Pernod Ricard Sub-Saharan Africa

CÉDRIC RETAILLEAU,
Managing Director
Pernod Ricard Southern Europe

IAN WILLIAMS,
Managing Director
Pernod Ricard Travel Retail

SOCIÉTÉ PERNOD

CÉSAR GIRON,
Chairman & CEO

MATHIEU DESLANDES,
Marketing Director

CHRISTIAN FIATTE,
Commercial Director

FRANÇOIS PATSCHKOWSKI,
Human Resources Director

BERNARD PECH,
Operations and Innovation Director

VINCENT TURPIN,
Chief Administrative
and Financial Officer*

SOCIÉTÉ RICARD

PHILIPPE SAVINEL,
Chairman & CEO

STÉPHANE DEHLINGER,
Human Resources Director

SOPHIE GALLOIS,
Marketing Director

SÉBASTIEN MOUQUET,
National Sales Director

JEAN-MICHEL SENAUD,
Operations Director

VINCENT TURPIN,
Chief Administrative
and Financial Officer

* From 1st August, 2014, Pernod SA's Administrative and Financial Management will be held by Vincent TURPIN, also Administrative and Financial Director at Ricard SA. This announcement has a temporary nature, in the wait for the implementation of the support functions mutualisation project contemplated within the Leaders project, which is currently under consultation and examination by employee's representatives.

Due to the changes initiated by the Allegro operational efficiency project and announced after the close of the financial year, all management structures described in this report are presented as at 24 September 2014, the date on which it was filed with the AMF.

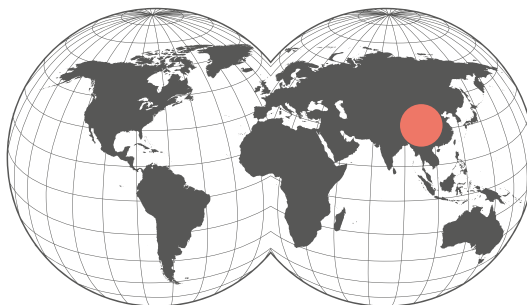
Despite a slower economic environment in Asia during 2013/2014, Pernod Ricard nonetheless achieved resilient growth in vodka, champagne and whiskies, underscoring the region's strong medium and long-term potential. ABSOLUT ELYX (+38%), Perrier-Jouët (+26%) and Jameson (+14%) led strong volume growth. The Glenlivet also performed well, while Indian whiskies Royal Stag and Imperial Blue are scoring important gains in their home market.

Female empowerment leads innovation

As in markets throughout the world, woman power continues to drive growth in Asia. In response, Pernod Ricard continued to build on its female-targeted offerings. In Japan, it introduced a new melon flavour to its popular line of Café de Paris sparkling wines. The pairing of the flavoured Café de Paris wines with original food recipes have proven highly popular with Japan's "Mademoiselle" cooking class group. In China, Perrier-Jouët's Belle Epoque Edition Première 2007 offered a stylish and refreshing bouquet, perfect for spring. The "feminine" floral and fruity aromas were designed to appeal to the rapidly growing consumer class.



ASIA



AFTER 10 YEARS OF SUSTAINED GROWTH, THE ASIAN REGION HAS SHOWN A SLIGHT SLOWDOWN, MAINLY IMPACTED BY THE CHINA MARKET DESTOCKING AND ANTI-EXTRAVAGANCE MEASURES. OVER THE REGION, PERNOD RICARD BRANDS SOUGHT GROWTH THROUGH MARKETING STRATEGIES FOCUSED PARTICULARLY ON TWO CONSISTENT TRENDS: THE RISING INFLUENCE OF FEMALE CONSUMERS AND THE INCREASING OPPORTUNITY OF MEAL TIME CONSUMPTION.

On the menu

Regional teams also capitalized on the progress made in positioning brands for meal occasions, introducing new products to accompany specific menus. In China, a collaborative effort was made with famous Chinese restaurant Da Dong to match the new Martell Distinction cognac with Chinese cuisine.

In Japan, Jacob's Creek followed up on last year's success with WAH white wine as a sushi accompaniment by introducing WAH red wine as the perfect complement to Japanese Yakitori and Wagyu steak. Meanwhile, in Thailand, the November launch of new LAMOON Premium red wine, created in cooperation

with internationally renowned Thai chef Ian Kittichai, placed Jacob's Creek at the heart of Thai cuisine.



-4%
NET SALES
(ORGANIC GROWTH)

-3%
PROFIT FROM
RECURRING OPERATIONS
(ORGANIC GROWTH)

Tribal strategy

The region's key marketing strategy of leveraging engaging brand experiences with "tribes" of core consumer segments continued to meet with success in generating influence through brand ambassadors. Gatherings of the Chivas "MBA Brothers" tribe in Japan feature not only local Chivas Brothers awards to young entrepreneurs for their social design work, but also cross-MBA student interaction, thus increasing brand advocacy towards the targeted tribe. In Hong Kong, the Chivas 18 Architecture and Design Awards recognize professional creativity among young architects. In India, Jameson engages film tribe members attracted to showings of its "Done in 60 seconds" short films. Two local film celebrity brand ambassadors helped attract the public to the viewing finals.

Appealing to new consumers

At the same time, changing consumer behaviour and expectations open additional opportunities, such as first trial product choices in cocktails, wine and white spirits. In addition to the launch of Martell Distinction, another innovation was the introduction of Ballantine's Brasil, a blended Scotch whisky that represents a fusion between the traditions of Scotland and the passion of Brazil. The attraction and conversion of beer drinkers to wine and spirits also continued with the launch of pre-mixed Malibu in a beer-sized 250-ml bottle. The new format was successfully launched in April across six pilot cities in China.

Rising stars and streamlining actions

Strong results in the region included the first-year performance of Cambodia and volume growth of more than 51% in Laos / Myanmar. Japan saw increased volumes for Perrier-Jouët as well as gains by Martell following the local affiliate's regain of direct distribution control in February. India, the company's fourth largest market, continued to perform strongly with volume growth of 17%. Pernod Ricard is the market's No. 1 international player in Western-style spirits and imported vodka. Royal Stag and Blenders Pride also continue to show strong

growth, while 100 Pipers is No. 2 in blended Scotch and The Glenlivet is No. 1 for single malts. New business modelling and portfolio prioritisation initiatives were undertaken in some markets to respond to the market conditions, notably in South Korea and Thailand. A new business model implemented in April refocuses on key references and strategic management of channels. Similar processes have been launched this year in China and India.

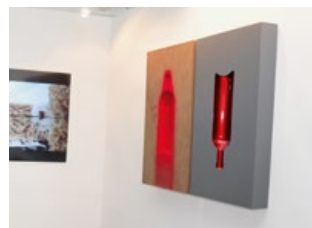
On target with consumers in the digital sphere

Pernod Ricard teams launched initiatives to leverage the digital revolution as it plays out across Asia. A sophisticated customer relationship management system, customized to respond to Asia's highly diversified cultures and rapidly shifting consumer behaviours, was implemented first in Hong Kong and Asia to help engage target customers and high net worth individuals. The platform is planned for broad roll-out throughout the region over the upcoming year. In China, the company launched its third e-shop for wines in December 2013 on the popular T-Mall online shopping portal, broadening the exposure of Pernod Ricard wine brands. ♦



CHIVAS LEGENDS DINNER ENGAGES WITH DUBAI HIGH CIRCLES

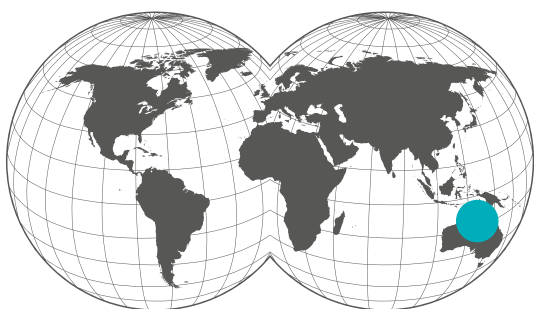
CHIVAS IMMERSED DUBAI'S HIGH CIRCLES OF BUSINESS, SOCIAL AND MEDIA IN CHIVAS LEGENDS DINNER WITH HONOURABLE PRESENCE OF ACADEMY AWARDS® WINNER JEREMY IRONS. THE EXCLUSIVE EVENT ATTRACTED MORE THAN 200 HIGH NET WORTH INDIVIDUALS AND CREATED MASSIVE ONLINE BUZZ.



ABSOLUT ART COLLABORATION

ABSOLUT'S COLLABORATION WITH WORLD-RENOWNED INDIAN ARTIST ANISH KAPOOR REACHED ITS CULMINATION AT THE INDIA ART FAIR, WHERE THE ARTIST'S MASTERPIECE REPRESENTATION OF ABSOLUT'S CREATIVE ESSENCE WAS UNVEILED IN JANUARY 2014.

PACIFIC



PROVENANCE HOLDS A SPECIAL MEANING IN AUSTRALIA AND NEW ZEALAND: IT IS AN INDICATOR OF CHARACTER, CULTURE AND AUTHENTICITY. A RESPECT FOR THE POWER OF PROVENANCE HAS HELPED PERNOD RICARD EFFECTIVELY GROW ITS PORTFOLIO OF BRANDS IN PACIFIC REGION MARKETS: REGIONALLY PRODUCED WINES, AS WELL AS IMPORTED SPIRITS AND CHAMPAGNE BRANDS.

MELBOURNE ON THE SEINE

Race-goers at the 2013 Melbourne Cup could be forgiven if they felt they'd been transported back in time to the heart of Paris: G.H.MUMM's partnership with fellow French icon, the Moulin Rouge, proved the talk of the Carnival. To complement the French touch brought by the prestigious champagne brand, a troupe of 16 cabaret dancers, flown in from Paris, entertained guests with the joyous sights and sounds of the French Cancan.

Global appreciation for its portfolio of wines – including Jacob's Creek, Brancott Estate, Stoneleigh and St Hugo – demonstrate Pernod Ricard's capacity for conveying local values that speak to consumers globally – and in the brands' home markets. Jacob's Creek underlined the themes of provenance and cultural heritage with Australia's Longest Reserve Table, in Sydney, gathering 700 passionate diners who each contributed a dish representing their culture and shared their stories in a celebration of cultural heritage and diversity. Meanwhile, G.H.MUMM continued its progression in the region with 33% volume growth, Chivas Regal posted +15% and The Glenlivet achieved performances of +18%.

Snowy fields and sunlit beaches

ABSOLUT's partnership with Baz Luhrmann produced a tribute to the internationally renowned film director's homeland, the "Land of Oz", which resonated well in the Australian market. ABSOLUT Oz, launched in March, was born from a mid-December 2012 pilgrimage by Luhrmann to Sweden – "in an intense snowfall", he notes – to visit the source of ABSOLUT's pure waters in Åhus. The product of his collaboration with the distillery's master craftsmen, a spiced orange flavoured blend, evokes the warmth of Australia's beach culture.

Poured from the Luhrmann-designed limited edition bottle, ABSOLUT Oz feels right at home as part of one of the specially designed cocktails that pay tribute to some of Australia's best loved beaches, including The Tama-Glama Beach, The Hells Bells Beach, The Cable Beach 'Stairway to the Moon' and The South Avoca Elevator.

The latest addition to the ABSOLUT family of flavours, ABSOLUT Oz is helping to further drive growth for the flavoured vodka segment in Australia.

Adventure lab

The Pacific teams continued to shake up the market through new products. Launches of French aperitif Lillet, and the

ultra-Premium tequila Aviön signalled an unquenched determination to offer the most dynamic portfolio in the industry.

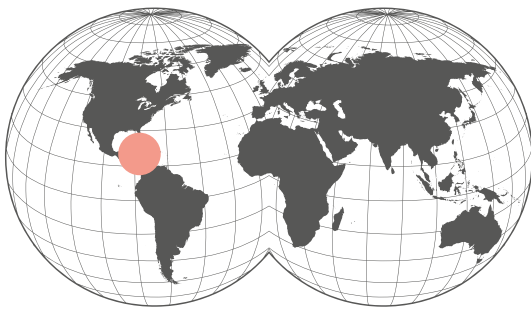
Australia and New Zealand have also been the setting for the debut of some of the Group's most exciting innovations in recent years. Responding to rising consumer interest in sophisticated offerings, introductions have included Jacob's Creek Twin Pickings and Brancott Estate Flight. Jameson also introduced the region's first 'St. Patrick's Live' event in 2014, bringing the global celebration of Dublin's tastes and sounds to Sydney.

Meanwhile, Jacob's Creek immersed consumers in the brand with the creation of the 'Blend' bar. This pop-up installation in Auckland gave consumers the opportunity to work one-on-one with a winemaker to create a bottle of their own unique, signature blend. The latest in winemaking technology was used to bottle each unique wine, which came complete with a personalised label.

Also in Auckland, Stoneleigh's 'Wonder of Nature' urban oasis offered an innovative way to express the brand's defining qualities. A unique suspended garden, creating an inner city, multi-sensory escape for visitors, celebrated wonders of nature – including the heat-retaining stones in Stoneleigh's vineyard that warm the vines during the night to create the brand's unique wines. ♦



AME- RICAS



PERNOD RICARD BRANDS ARE SUCCESSFULLY TRANSMITTING THEIR VALUES ACROSS THE REGION, PROPOSING NEW MOMENTS AND PLACES OF CONSUMPTION WITH INNOVATIONS, DIGITAL INVESTMENTS AND NEW ROUTE-TO-MARKET PROJECTS.



From big and dynamic markets like the U.S., Brazil and Mexico, to strengthening growth engines like Colombia, Chile and Peru, Group brands are well positioned to capitalize on emerging trends in consumer preferences and demographics.

Leveraging one of the most comprehensive portfolios in the industry, Pernod Ricard is positioned to succeed throughout the region. In North America, Jameson is posting +9% in volume, while The Glenlivet engages and connects with its consumers through The Glenlivet Guardians Chapter project. These successes are complimented by the innovation and Premiumisation strategy, such as the roll out of ABSOLUT ELYX and Martell Caractère, wine category growth with the Kenwood Vineyards acquisition, and continued digital investments. In Latin America, Pernod Ricard is well-positioned in the growing whisky category, serving luxury tastes through Chivas Regal, welcoming consumers trading up with Ballantine's and recruiting new consumers with Passport while continuing to lead the Premium vodka segment with ABSOLUT's successful performance in Brazil (+7% in volume).

Leading the Online Revolution

Digital growth continues to be particularly strong in a region where consumer expectations for everything-digital have become the norm. The trend is creating a reformulation of the value equation, with consumers increasingly drawn to experiences, in addition to products. With the power of digital to amplify and create more personalized

experiences with specific consumer targets, Pernod Ricard Americas has set an objective to be the industry e-leader by expanding its Data strategy set in motion in 2012 across more markets. The region is also embedding digital into brand strategies with examples such as Barman in Brazil, Moscato Mondays in Canada and Chivas Home Parties in Colombia.

Having been one of the first 100% digital-exclusive campaigns, Barman in Brazil leveraged the power of digital media programmatic buying in an effort to explore different ways of impacting the right consumer. This strategy produced strong consumer views results in the key asset – the brand television commercial. In the meantime, Chivas Home Parties in Colombia continued to successfully engage consumers through the powerful delivery of Home Parties and a network of influential brand ambassadors. The program is so well perceived that it is being expanded across the country, adapted to other brands and piloted in new markets, beginning with Mexico. Another successful case was Jacob's Creek #MoscatoMonday. Leveraging a moment of social bonding during the airing of *The Bachelorette* TV show, the brand addressed its target consumers – young women – in a social media engagement campaign. The program successfully recruited new consumers with



a growth of 33% to 44% within the target group in 2013. These, together with many other initiatives, reflect the region's recent effort to re-organize its marketing structure to accelerate digital capabilities and build a scalable digitally savvy team.

Transcending boundaries

Recent marketing initiatives are transitioning international, cultural and behavioural boundaries to create new places and times to enjoy Pernod Ricard brands. Leading Canadian whisky Wiser's and the international tequila Olmeca effectively introduced J.P. Wiser's and Altos, respectively, that specially tailor to the U.S. market. ABSOLUT also continued to upend norms, creating new consumption occasions through innovations like the ABSOLUT Lunch Break. The strong reception from consumers, daring to "live the night during the day" by breaking away from their desks to spend their lunch hour on the dance floor, has already spread the initiative from New York to San Francisco, Chicago and Philadelphia.

Balanced growth outlook

Looking ahead, Pernod Ricard Americas will continue to reinforce its presence in the field. In the U.S., renegotiation of its distribution agreement results in dedicated additional resources to Pernod Ricard brands at its two primary distributors (increased number of sales representatives dedicated to the Group's brands, better alignment of distributors with Pernod Ricard's objectives, strengthened partnerships). Meanwhile, the recently launched "Ventas Directas" project in Colombia is showing promising results in generating direct, door-to-door sales. This approach relies on a network of specially selected product advocates, selling in well-connected circles to consumers seeking the best products and the best parties. ♦

+2%

NET SALES
(ORGANIC GROWTH)

+8%

PROFIT FROM RECURRING
OPERATIONS (ORGANIC GROWTH)

NEW U.S. REFERENCE WITH KENWOOD PURCHASE

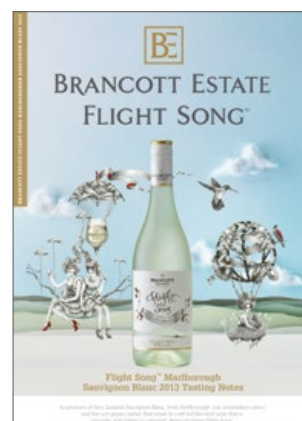
PERNOD RICARD'S ACQUISITION OF CALIFORNIAN SONOMA VALLEY-BASED KENWOOD VINEYARDS EXTENDS THE COMPANY'S WINE PRESENCE ON ITS FIRST MARKET. THE OPERATION OPENS THE WAY TO NEW GROWTH OPPORTUNITIES IN BOTH THE \$4 BILLION U.S. WINE MARKET AND OTHER KEY TARGETS.

KENWOOD'S DISTINGUISHED PREMIUM WINES FURTHER STRENGTHEN THE PERNOD RICARD WINEMAKERS PORTFOLIO AND EXTEND ITS MULTI-ORIGIN, MULTI-MARKET STRATEGY.

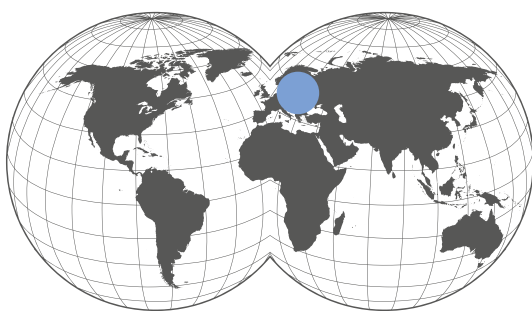


MEETING THE DEMAND

NEW PRODUCT DEVELOPMENTS LIKE BRANCOTT ESTATE'S FLIGHT SONG ALSO SYMBOLISE PERNOD RICARD'S INITIATIVES FOR GROWTH IN WINES: LAUNCHED IN NORTH AMERICA IN MARCH 2014, FLIGHT SONG REPRESENTS A NEWER, LIGHTER EXPRESSION OF THE TRADITIONAL MARLBOROUGH SAUVIGNON BLANC.



EU-ROPE



CHANGING HABITS,
TOUGHER REGULATIONS...
CURRENT CHANGES IN EUROPE
ARE LEADING PERNOD RICARD
TO TAKE A PRAGMATIC APPROACH
TO ADAPT TO NEW MARKET NEEDS.
TO MEET THIS CHALLENGE,
THE GROUP IS CONTINUING
TO FOCUS ON THREE KEY DRIVERS:
PREMIUMISATION, INNOVATION
AND DIGITALISATION.

On the one hand, sales are stable in the mature countries of Western Europe, where an upscaling of wine and spirits consumption has been observed. On the other hand, Eastern European countries remain dynamic, despite a slight slowdown in demand. Faced with rebalancing growth between these two major regions, Pernod Ricard is adapting in order to consolidate its position in its various markets and seize new opportunities. There is one overriding aim: to always respond to local specificities.

Western Europe: new sources of growth

Having been somewhat turbulent since the 2008 financial crisis, the markets of Southern Europe now seem to have achieved stability and, in some cases, are even showing signs of recovery. While the situation remains delicate in Southern countries, there are initial signs of improvement in Italy, Portugal and, to a lesser extent, Spain. It is in Northern Europe, though, that the recovery is most striking, as in the United Kingdom, where the Group recorded a rise in sales (+4%) and especially in Germany, a strategic country for Pernod Ricard, now more so than ever before. Having long favoured traditional local products, German consumers have begun to develop a taste for imported wines and spirits, offering a very promising source of growth for the Group's international brands, such as Havana Club, which achieved an excellent increase in 2013/2014 (+18% in value). Consequently, the Group has chosen this highly competitive German market to officially launch two innovations: Havana Club Especial, a premium amber rum, especially prized by barmen for making cocktails; and Ramazzotti Aperitivo Rosato, a new variant for Germany's most popular imported digestif brand, best known for its "Amaro" after-dinner digestif.

During 2012/2013 in Denmark, the Group took the decision to move away from two local brands: Aalborg aquavit and Gammel Dansk bitters. The disposal allowed the sales force to

refocus on priority international brands, thereby strengthening their performance.

Eastern Europe: a changing landscape

In Eastern Europe, the wine and spirits market is returning to 'normal' levels of growth after several years of huge increases, mainly due to the slowdown in Russian GDP growth, the crisis in Ukraine and the increase in tax on alcohol, all of which had an adverse effect on consumption. In the main segments (vodka, whisky, rum, gin), Pernod Ricard's growth nevertheless remains very dynamic. For over a decade, Premium spirits have been benefiting from the westernisation of the emerging middle classes, who are gradually turning away from mainstream vodkas in favour of more aspirational brands. Whiskies Ballantine's and Jameson are taking full advantage of this trend, particularly in Russia, Bulgaria and Kazakhstan, where the Group successfully gained a foothold at a very early stage. Now considered to be the undisputed leader in Central and Eastern Europe*, Pernod Ricard is outperforming in Poland too, drawing both on its very well-known local vodka brands, such as Wyborowa, and on booming imported brands like Ballantine's (+13%), Jameson (+9%) and Havana Club (+16%).

*International spirits and champagnes



An innovation laboratory

In a region where Pernod Ricard strives to achieve growth in terms of both volume and value, the Group continues to focus on innovation by constantly seeking out new flavours, new consumption moods, new distribution channels, new services and so on. Its goals are to change the perception of its brands, create new moments of conviviality and win over new kinds of customers. This is the case not only of Ramazzotti Aperitivo Rosato, launched to expand the positioning of the traditional digestif brand as an aperitif, but also of Ballantine's in Spain, where recent activations have allowed better targeting of consumers aged 45 and over, and no longer just the young adult segment. These effective initiatives are to be developed further as part of the Maestria pilot project, designed to optimise Pernod Ricard's portfolio approach and being trialled this year in several European countries.

The digital transition

In order to attract new consumers, digital development has become a key strategic focus for the Group in recent years. A proven method is applied to check the relevance of each new service: rapid trial on a small-scale market test. In 2014, Great Britain was the testing ground for Sipstor, an e-commerce portal for fans of Pernod Ricard's brands, prior to its roll-out in the rest of Europe. This project is one that encapsulates the Group's desire to fully integrate digital technologies within its strategy. To bring about this change, Europe has also significantly increased the use of CRM* initiatives to exploit digital data and better target messages to consumers. Following in the footsteps of Poland and the United Kingdom, there are now 12 markets preparing to roll out these tools. In social media, the highlight of the year was the launch of the Wispr site, designed to enable the bartending community to keep in touch, exchange tips, stay up-to-date with the latest industry news and take part in competitions and training events. It is an essential channel for easily staying in touch with these key promoters of the Pernod Ricard brand portfolio. ♦

(1) CRM: Customer Relationship Management.



PREMIUMISATION: LAYING CLAIM TO ITS AUTHENTICITY

FOR THE LAUNCH OF THE NEW HAVANA CLUB AÑEJO ESPECIAL DESIGN AND RECIPE, HAVANA CLUB FOCUSED ON ITS CUBAN ROOTS AND ITS AUTHENTICITY. CREATED BY MASTER BLENDER ASBEL MORALES, THIS BLEND OF AGED RUMS OFFERS A RICH AROMATIC PROFILE, IDEAL FOR CLASSIC CUBAN COCKTAILS, WHILST IT IS ALSO POTENTIALLY ATTRACTIVE TO CONSUMERS FROM BEYOND THE RUM CATEGORY, SUCH AS WHISKY DRINKERS.

LILLET BREAKS RECORDS

SINCE THE ACQUISITION OF LILLET IN 2008, PERNOD RICARD HAS OPENED THE DOOR TO INTERNATIONAL SUCCESS FOR THE FAMOUS FRENCH APERITIF. GERMANY HAS NOW BECOME THE BRAND'S LEADING MARKET, AHEAD OF THE UNITED STATES, WITH SUSTAINED GROWTH ONCE AGAIN THIS YEAR (+54%). AND THE STORY DOESN'T END THERE, BECAUSE TWO NEW MARKETS, SWITZERLAND AND AUSTRIA, ARE MAKING THEIR MARK WITH RECORD ANNUAL GROWTH OF OVER 200%!

No. 1
IN EUROPE, INCLUDING FRANCE*

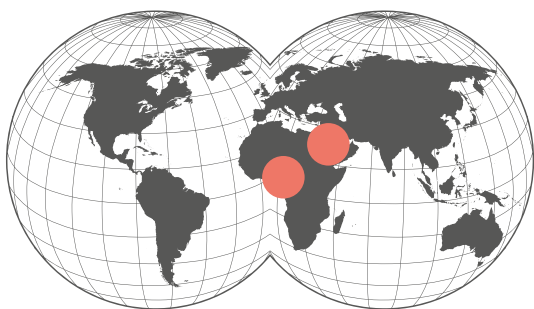
+2%
NET SALES, INCLUDING FRANCE
(ORGANIC GROWTH)

+3%
PROFIT FROM RECURRING
OPERATIONS, INCLUDING FRANCE
(ORGANIC GROWTH)

* International spirits and champagnes

AFRICA & MIDDLE EAST

PERNOD RICARD IS REAPING
THE REWARDS OF ITS PROACTIVE
STRATEGY IN THE NEW EMERGING
COUNTRIES OF SUB-SAHARAN
AFRICA, NORTH AFRICA AND
THE MIDDLE EAST.
THIS PROGRESS GOES HAND
IN HAND WITH THE CONTINENT'S
ECONOMIC DYNAMISM.



ABSOLUT, REVEALING TALENT

In June 2014, ABSOLUT joined forces with one of the most prestigious music events in Africa, the MTV Africa Music Awards, to promote African artists throughout the world. At the grand final in Durban, South Africa, the Transform Today Award by ABSOLUT paid special tribute to the younger generation's ability to transform the image of Africa.

SUB-SAHARAN AFRICA

Pernod Ricard has big plans for Sub-Saharan Africa, where it expects to find significant sources of long-term growth. The increasing wealth of the upper classes and the growing numbers of middle classes, young people and city dwellers, provide great opportunities for branded products, such as Chivas, Jameson and Ballantine's whiskies, ABSOLUT vodka, Martell cognac and G.H. MUMM and Perrier-Jouët champagnes.

Following a targeted roll-out in a number of priority countries – South Africa, Nigeria, Kenya, Angola and Ghana – the Group is now ready for action in a market that is currently considered to be one of the leading growth regions. The 2013/2014 financial year was marked by some resounding successes, such as Jameson selling 30 thousand cases in Kenya this year*. This success story owes much to the brand's reputation in certain influential countries such as South Africa and the United States, and to a particularly well-honed digital strategy, which make it one of the social networks' most liked brands. Pernod Ricard

continues to benefit from high potential in South Africa. Growth there is slower than it has been in the past, due to the more challenging economic environment. But the Group has managed to hold its own by focusing on several brands that are already well-established: Jameson, Ballantine's and The Glenlivet, which are continuing to grow at 5%, 107% and 34% respectively. Pernod Ricard's African adventure is only just beginning, of course, but in time it will offer new opportunities to expand its customer base.

In the meantime, the Group is focusing on significant and targeted investments in public communication, with Africa-specific advertising campaigns, such as the latest Chivas ad featuring an international star with African roots, Chiwetel Ejiofor. But Pernod Ricard does not intend to stop there and is already planning to open new sales offices and affiliates to further strengthen its presence on the ground. ♦

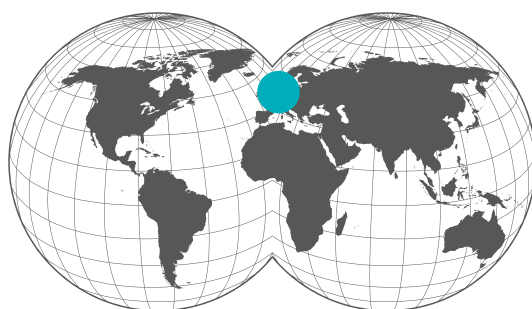
* Duty Free included

MIDDLE EAST & NORTH AFRICA

Despite unfavourable geopolitical conditions, North Africa and the Middle East still represent regions that offer a wealth of opportunities for Pernod Ricard. This is the case in Morocco, where the company has been established for more than a year now and where the super-Premium brands have grown significantly, with ABSOLUT recording an increase of 47%, Chivas Regal +62% and Ballantine's +15%. In Turkey, Pernod Ricard performed strongly in the face of fierce competition and increased alcohol taxes: +17% for Chivas and +5% for ABSOLUT. This is the result of a winning strategy, fo-

cusing on the Group's Premium brands. In the rest of the region, the growth strategy is bearing fruit, particularly for Jameson (+31% in volume), Ballantine's, Beefeater, The Glenlivet (+23%) and also Olmeca (+24%). Riding high on the increasing influence of social networks in the Middle East, Pernod Ricard continues to attract large numbers of consumers who are highly committed to its flagship brands. ABSOLUT is the most influential spirits brand in North Africa and the Middle East, particularly in Jordan, Morocco, Israel and Lebanon. ♦

FRANCE



SURPRISE THE CONSUMERS, IMPROVE
THEIR EXPERIENCE, CHANGE THEIR PERCEPTION
OF A PRODUCT... THIS IS THE CHALLENGE
THAT PERNOD S.A. AND RICARD S.A. HAVE TAKEN UP
AND MET IN FRANCE, REVITALISING A MATURE
AND HIGHLY COMPETITIVE MARKET BY FOCUSING
ON INNOVATION AND CREATIVITY.



While wine and spirits consumption in France remains sluggish overall, with a slight fall in volumes of -0.3% in 2013*, the French continue to treat themselves by buying “smart”. The Pernod

Ricard brands have long supported this trend by offering high-end products as well as those for more special occasions.

As such, this year has seen some excellent performances, particularly for Ballantine’s (+3%), but also for Ricard (+2.5%**), the Clan Campbell (+8%**), and Chivas Regal (+5%**), whiskies; for ABSOLUT vodka (+18%**); and Lillet aperitif wines (+20%**).

In spite of a price war between stores, the off-trade segment made a significant contribution to boosting the spirits market (+1% in value***).

* The Pernod Ricard Market View, based on IWSR data ending 2013
Total Western style spirits + champagne

** Nielsen, FYTD 2014 in value

*** Nielsen FYTD 2014

Pernod SA revisits its classics

Pernod SA continues to focus on innovation in order to win over new consumers. Among the high points of the year was the launch of Ballantine's Brasil – a Scotch whisky-based spirit partly infused with Brazilian lime zest. Ballantine's Brasil is particularly intended to be enjoyed as a cocktail, the *Caipiballsao*, with ice, sugar and wedges of lime – an opportunity to offer a fresh approach to party drinks. To accompany its launch, Pernod created a comprehensive programme of promotional events: a large tasting campaign, held in nearly 400 locations throughout France, along with a "Reveal" soirée, the Ballsao Warehouse Party, that brought together around 4,000 people and a viral campaign on social networks (Twitter, Tumblr, Facebook). This innovative operation was a resounding success, with over 250,000 bottles sold in four months, and a total reach of 1.7 million people through the social media campaign.

In order to offer new experiences to its consumers, Pernod S.A. develops a strategy based on constant innovation. Further proof comes from the success of 51 Rosé which, one year on from its launch, continues to perform well. It was a bold move: to change the colour of pastis – a

classic French aperitif – and focus on serving it in a "Piscine" goblet as a long drink. But the results show that the gamble paid off: over 500,000 bottles sold since the product launched; availability in 90% of off-trade stores; marketing in nearly 5,000 French bars and restaurants, and 160,000 additional households – 40% of which had not been consumers of anise-based drinks – and lastly, the award of the 2013 LSA Innovation Trophy. Drawing on a digital strategy that is now well-established at Pernod, 51 Rosé deployed some original activation tools to provide consumers with an interactive experience. These included, among others, the simultaneous launch of a limited edition interactive bottle and an augmented reality ice-cube app, "Glaçons" (see sidebar). Based on this success, the brand has continued to spring surprises by launching the 51 Glacial experience, combining the freshness of both aniseed and mint. With a 75% positive rating for purchasing intentions, this new version should swiftly make its mark within an ever-growing brand portfolio.



THE ART OF EDUCATING CONSUMERS

How can you teach consumers to make a perfect 51 Piscine? Digitally! First, put a QR code directly onto a 51 bottle so consumers can download the "Glaçons" ice-cube app. Once the app has launched, consumers see the 51 bottle logo on their smartphone and an augmented reality "Piscine" goblet appears. All they have to do now is throw ice cubes into the virtual glass! A limited edition such as this helps build a unique relationship with customers and maintain an appealing, convivial image.

Ricard SA: between tradition and modernity

Ricard SA has consolidated its leadership of the spirits market with a market share in value terms of 18% in 2013/2014 in the off-trade segment.* The company's adherence to certain founding principles, namely quality and expertise, strongly contribute to this bond. The most recent Clan Campbell campaign bears witness to this, with its affirmation of the brand's authenticity by emphasising the complementarity of nature, ingredients and human expertise, the essentials for making blended Scotch whisky. The three diptychs, featuring employees from the Clan Campbell distilleries, depict Scottish nature and the men of Clan Campbell with simplicity and intensity.

Proud of its Scottish origins, the Clan is also continuing to grow with its new tagline that sounds like a rallying call, "Pour le Clan, le Clan Campbell" ("For the Clan, the Clan Campbell"). More than 15 years on from the launch of a long-running advertising campaign evoking the mystery of Clan Campbell, this instalment represents a major expansion on previous brand messages. For the first time in its history, the campaign also included radio coverage.

A further illustration is the latest Chivas Regal advertising campaign, A Story of Brothers, which focuses on the art of blending mastered by brothers James and John Chivas.

The poster features Colin Scott, the Master Blender, and Graeme Mitchell, the manager of the Chivas Regal storage warehouses. These two men strive day in day out to emulate the gestures of the Chivas brothers, who were pioneers in the blending of malt and grain whiskies.

Meanwhile, the Ricard brand is bringing the quality of its craftsmanship to two new ready-to-drink cocktails recipes: Red Bliss and Yellow Bliss, created by mixologist Sandrine Houdré-Grégoire. Based on fruit juices and natural flavourings (cranberry-orange and pome-lo-mint), both of these recipes won awards at the 2014 Saveurs de l'Année ["Tastes of the Year"] competition. This creativity can also be found at Malibu, which is revisiting a great rum-based cocktail classic, punch, with three fruit variants. Another innovation was the "punch pitcher", a new pitcher with a cooling tube which allows customers to discover all three carefully balanced and crafted recipes without any need for ice cubes. In the wake of its resounding international success, especially in Germany, Switzerland and Austria, the Lillet brand continues to gain ground in France. Available in three versions – Lillet Blanc, Lillet Rouge and Lillet Rosé – it is designed for active, trendy, urban young women. Since February, Lillet has been organising monthly "private cocktail hours" in Paris, in partnership with My Little Paris and female brands favoured by Lillet consumers

* Nielsen FY2014



A GROWING ONLINE PRESENCE

To get ever closer to consumers, Société Ricard is expanding its digital strategy and offering two new websites. A prestige site, Perrier-Jouët Intimate, has been designed to allow privileged customers to discover and order the champagne house's vintages directly from the website. Meanwhile, the Terres de Whisky ("Lands of Whisky") website has been revamped and now offers whisky lovers a true journey of discovery into the heartlands and expertise of whisky. In addition, a year on from the Ricard Rain Bar operation on Facebook, further creative campaigns will soon be launched on social media.



FROM MARSEILLE TO STOCKHOLM, JEAN-PIERRE AND NINOS ARE WORKING ON THE GROUP'S DIGITAL ACCELERATION: SUPPORTING THE BUSINESS, THE IT DEPARTMENT HELPS THE MARKETING FUNCTION CARRY OUT THEIR MAJOR DIGITAL PROJECTS.



JEAN-PIERRE MUNT, FRONT OFFICE MANAGER, RICARD SA
NINOS ICHO, BRAND MANAGER DIGITAL CONTENT, THE ABSOLUT COMPANY

HUMAN RESOURCES AND
CORPORATE SOCIAL RESPONSIBILITY

TODAY
TOMOR-
ROW



03

SINCE ITS INCEPTION, PERNOD RICARD HAS DEVELOPED A MODEL OF SUSTAINABLE PERFORMANCE WHICH LED TO THE CREATION OF ITS CURRENT CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICY.

The institutions set up by the Group's founders, such as the Ireb (the French Institute for Scientific Research into Alcoholic Beverages), the Paul Ricard Oceanographic Institute and the Ricard Foundation for contemporary art are widely recognised and now serve as benchmarks in their particular fields.

Employees are both beneficiaries and ambassadors of the Group's commitments, which have been formalised by a model based on 4 priority areas: empowering employees; promoting responsible drinking; protecting the planet and developing local communities.



WISE DRINKING

THE WORLD'S 1ST APP FOR RESPONSIBLE DRINKING

PERNOD RICARD HAS DEVELOPED WISE DRINKING, A FREE MOBILE APP TO ENCOURAGE RESPONSIBLE DRINKING.

USERS CAN USE THIS APP, WHICH IS AVAILABLE IN 37 LANGUAGES FOR IPHONE AND ANDROID, TO CALCULATE HOW MANY UNITS OF ALCOHOL THEY ARE CONSUMING IN REAL TIME.

BASED ON GEOLOCATION TECHNOLOGY, THE APP ADAPTS ITSELF TO LOCAL LEGISLATION AND INFORMS CONSUMERS OF THE NEAREST MEANS OF TRANSPORTATION IN CASE OF AN EXCESSIVE INTAKE.



BRUNO RAIN

Managing Director, Human Resources
and Corporate Social Responsibility

STRENGTHENING OUR LEADERSHIP MODEL

“ALLEGRO EMBODIES THE PRINCIPLES
OF A MORE EFFICIENT ORGANISATIONAL MODEL.
OUR MISSION IS TO SUPPORT
ITS IMPLEMENTATION IN ORDER TO STRENGTHEN
OUR LEADERSHIP.”

This year was marked by the launch of Allegro, a project which aims to improve operational efficiency. Can you tell us more about its wider context?

Bruno Rain : The schemes that resulted from the company-wide Agility project that we began to roll out in 2009 were designed to professionalise our business lines in order to promote leadership. We have endeavoured to develop a global human resources policy based on a new leadership model that guarantees coherent employee management. Today, all of the tools and processes we have implemented are enabling us to consolidate our organisation.

With the Allegro project, we must accelerate this process in an increasingly difficult economic climate, by developing an organisational structure that can better harness future growth opportunities. This project is based on three key principles: prioritisation, simplification, and mutualisation. The first two principles echo the second "I Say" survey, conducted in June 2013. Although the survey revealed excellent levels of employee commitment (with 94% of respondents stating that they are proud to work at Pernod Ricard), it indicated some significant drivers for improvement regarding the speed of decision-making and cross-functional collaboration.

The HR department is taking the lead in supporting the implementation of the Allegro project. What are your priorities?

Firstly, we are supporting our affiliates in defining and implementing new organisational structures and deploying their social initiatives. Allegro affects all markets, all brand companies and all departments. When we published our annual results, we announced that around 900 employees would be affected⁽¹⁾. Naturally, our foremost priority is to focus on internal reorganisation.

Our second priority is to support the changes brought about by the Allegro project, which will lead to new ways of working on a daily basis. It's about change management. As such, we are rolling out training programmes that aim to explain the new ways of working together to support managers in their jobs and to keep teams mobilised during this transition period. Our employees are at the heart of our business, and the Allegro project is designed to respect the men and women who make up the Group. We have placed them at the centre of our new CSR model, with a commitment to empower our employees.

How have you applied these principles within the Human Resources department?

We have reaffirmed our priorities around developing talent, managing performance and diversity, which were identified as three major drivers of our HR policy, and defined indicators to allow all affiliates to follow their progression. We have strived to clarify the responsibilities of each entity by distinguishing global HR practices to be applied across the Group from local HR practices, which will remain at affiliate level. In order to capitalise on existing expertise and avoid any duplication, we have created communities of experts designed to enrich and co-develop global practices that will subsequently be adopted by everyone. The aim is to offer employees with HR skills the chance to participate in the global HR strategy, regardless of the entity to which they belong, by contributing their opinion, experience and vision on aspects of working life. With this new, decentralised way of working as the basis of our model, we will be able to make decisions that are more relevant to affiliates' needs and priorities. A first group has already been set up focusing on learning and development, and others are being formed that will address themes such as attracting and managing talent, international mobility and, of course, diversity.

In the area of CSR, Pernod Ricard has made major commitments this year alongside leading international organisations. What is the aim here?

These commitments are a testament to our will to establish ourselves as a benchmark player and take action to advance the practices of our industry. We are one of the very first companies in France to sign a

European CSR agreement. This agreement, signed in January 2014 with EFFAT (the European Federation of Food, Agriculture and Tourism Trade Unions), aims to give impetus to the application of CSR standards in Europe that go beyond local legislation and collective agreements and in a wider sense, create a reference framework for Group affiliates. Since February 2014, we have also been a member of Transparency International France and attended our first workshop on the definition of shared lobbying standards. Finally, in the area of responsible drinking, we made five commitments alongside other industry players at the ICAP (International Center for Alcohol Policies) conference, which have contributed to accelerating the implementation of best practices. As part of this, we designed and shared innovative initiatives like the Wise Drinking app, which allows users to monitor their alcohol consumption, and the Smart Barometer, a reporting tool used to track commitments in each of our affiliates.

CSR has been established as a key driver in the Group's strategy and employees are its front-line ambassadors.

What actions have you taken in line with these principles?

The Responsib'All Day, now in its fourth year, remains one of the highlights of our year. For one day, all of the Group's employees come together to promote responsible drinking, and this event has become a key part of our commitment. In addition to this day, we are focused on involving younger Pernod Ricard employees. As part of this, we sent eight of them to the One Young World Summit, an international conference attended by leaders and young talents under the age of 30 from around the world. It was so successful that we have decided to create a Group-level committee based on this model called the "Youth Action Council", which will contribute to promoting discussions on business and CSR topics between top management and young employees representing each department.

IN YOUR DAY-TO-DAY WORK, WHAT VALUES AND PRINCIPLES DO YOU TRY TO CONVEY?

We are part of a Group where human sensitivity and contact are very important, where confidence is essential in creating a climate of efficient collaboration that is conducive to commitment and change, even when we are going through difficult periods. For me, this confidence develops and improves over the long term through informal and direct communication that fosters discussion and new initiatives.



⁽¹⁾ As discussions with social partners are still ongoing in certain entities as this report goes to print, the final number of staff that are to leave the Group shall be confirmed.

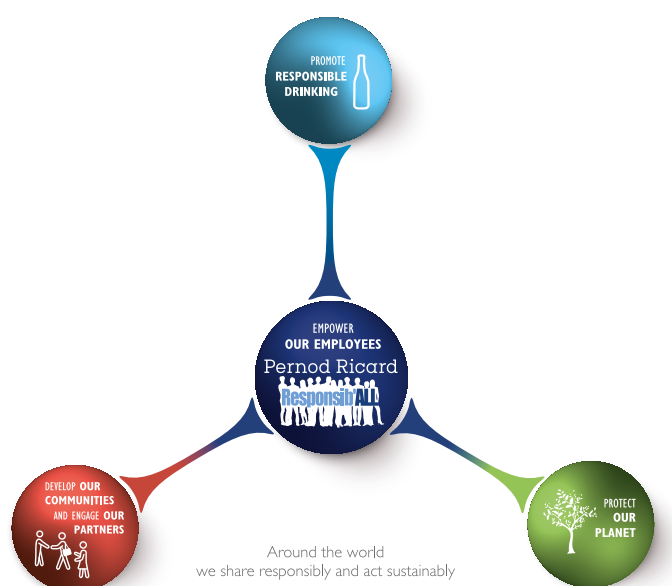
CSR MODEL

PERNOD RICARD CONSIDERS THAT LEADERSHIP IS CONNECTED WITH A DEEP SENSE OF RESPONSIBILITY, AND IS DEVOTED TO DEVELOPING A STRONG CSR PHILOSOPHY: “EVERYONE IS RESPONSIBLE”.

ENCOMPASSING ALL EMPLOYEES AND STAKEHOLDERS, THIS PHILOSOPHY IS EMBODIED IN PERNOD RICARD’S CSR ENGAGEMENT: “RESPONSIB’ALL”.

The Group’s CSR engagement is driven by a vision, “Pernod Ricard contributes to a sustainable world through responsibility and conviviality” and a mission, “to act and to be recognised as the leader of responsibility in the alcohol industry”.

Pernod Ricard has therefore established a model based on four areas of engagement, which are clearly reflected in the Group’s daily activities: empower its employees, promote responsible drinking, protect the planet and, lastly, develop communities and engage partners.



EMPOWER OUR EMPLOYEES

INFORM ALL EMPLOYEES OF PERNOD RICARD'S CSR COMMITMENTS

94% of employees consider themselves to be fully informed of Pernod Ricard's priorities in terms of CSR commitments.*

ENGAGE OUR EMPLOYEES IN CSR ACTIONS AND EMPOWER THEM TO BE INNOVATIVE AND COMMITTED AMBASSADORS

93% of employees hope that the international Responsib'ALL Day will be held again in 2015.**

PROMOTE DIVERSITY AND RELATIONSHIPS BASED ON MUTUAL TRUST AND RESPECT

41% of external hires are women.

PAY CLOSE ATTENTION TO THE WELL-BEING OF OUR EMPLOYEES AND SUPPORT THEIR DEVELOPMENT THROUGH FIRST-CLASS HUMAN RESOURCES PRACTICES

Develop knowledge and skills through training and monitoring: 2.6% of total payroll invested in training,

85.7% of employees received an annual performance review.

Promote internal mobility: 200 internal transfers or moves.

EXPECT OUR LEADERS TO LEAD BY EXAMPLE

Deploy a common leadership model: 265 managers have taken one of the two leadership programmes organised by Pernod Ricard University (the third will be launched in 2015).

* Internal survey I Say, 2013.

** Internal survey following Responsib'ALL Day 2014.

PROMOTE RESPONSIBLE DRINKING

PROMOTE MODERATE DRINKING

93% of affiliates have led at least one initiative to promote responsible drinking.

FIGHT AGAINST DRINK DRIVING

72% of affiliates have led at least one awareness project on drink driving.

MAKE MINORS AND YOUNG PEOPLE AWARE OF THE RISKS LINKED TO EXCESSIVE OR INAPPROPRIATE ALCOHOL CONSUMPTION

60% of affiliates have led at least one initiative to educate young people.

DISSUADE PREGNANT WOMEN FROM DRINKING

2013: Pernod Ricard extends the use of the prevention logo to all of its brands and affiliates throughout the world.

MAKE STAFF AWARE OF THEIR RESPONSIBILITIES

Apply the Commercial Communications Code to all affiliates: 99.1% of campaigns reviewed were in compliance with the Pernod Ricard Code in 2013/2014. Make all Group employees ambassadors of responsible drinking:

18,000 employees participate in a day dedicated to CSR: Responsib'ALL Day

PROTECT OUR PLANET

PROMOTE SUSTAINABLE AGRICULTURE AND PRESERVE BIODIVERSITY

77% of the Group's vineyards are certified according to environmental standards.

REDUCE ENERGY CONSUMPTION AND COMBAT CLIMATE CHANGE

-12%: Reduction in energy consumption per litre of distilled alcohol on production sites between 2010 and 2014.

-22%: Reduction in CO₂ emissions linked to the consumption of fossil fuels and electricity per litre of distilled alcohol between 2010 and 2014.

PROMOTE SUSTAINABLE PRODUCT DEVELOPMENT AND REDUCE THE IMPACT OF WASTE

-76%: Reduction of the solid waste landfilled or incinerated between 2010 and 2014.

PRESERVE WATER RESOURCES

-10%: Reduction in water consumption per litre of distilled alcohol on production sites between 2010 and 2014.

ROLL OUT EFFICIENT ENVIRONMENTAL MANAGEMENT SYSTEMS

96% of sites are ISO 14001 certified.

DEVELOP OUR COMMUNITIES AND ENGAGE OUR PARTNERS

CONTRIBUTE TO THE DEVELOPMENT OF OUR LOCAL COMMUNITIES (ECONOMIC DEVELOPMENT, ENTREPRENEURSHIP, SHARING OF CULTURES)

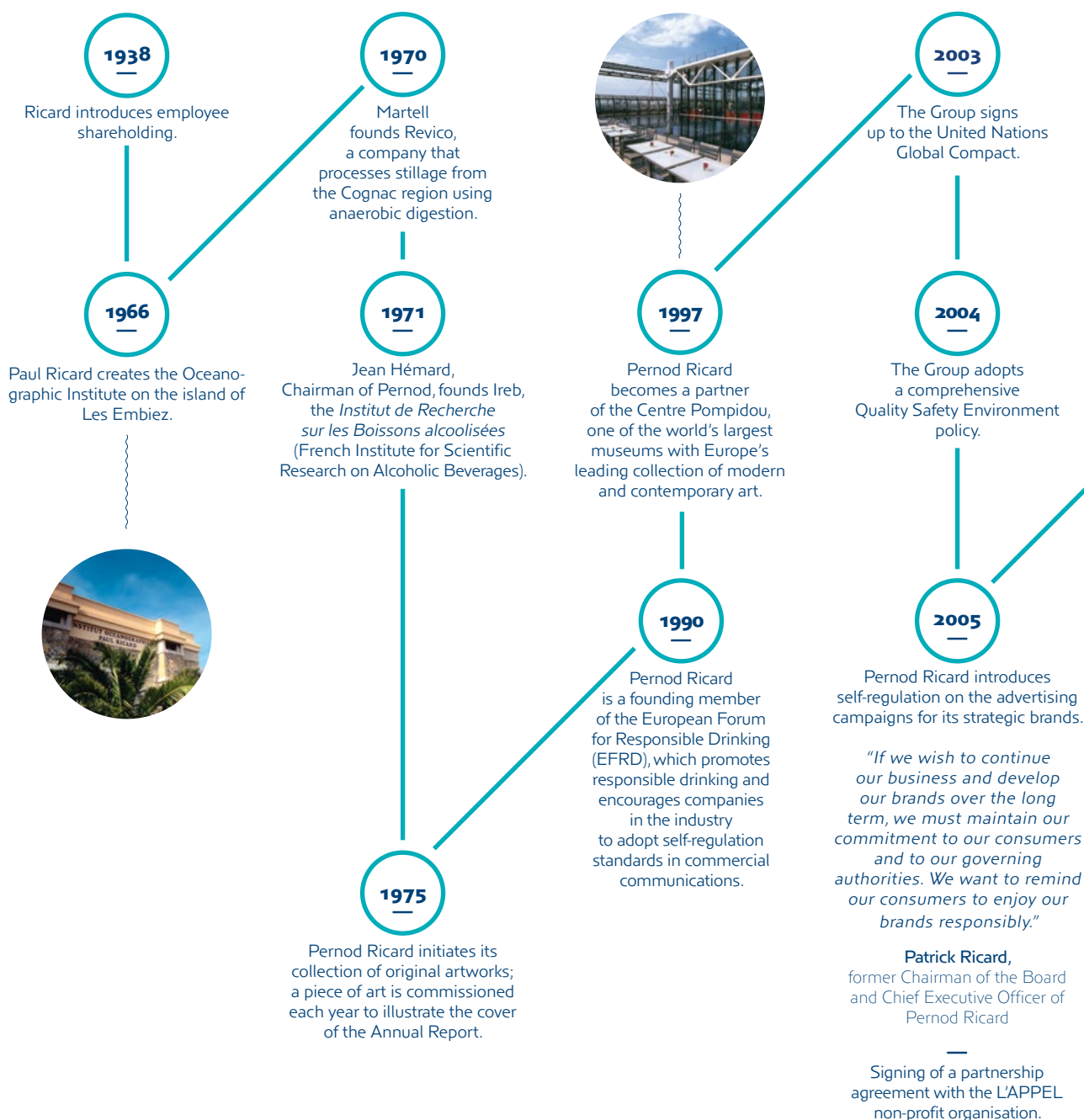
60% of affiliates have led at least one initiative to support local communities.

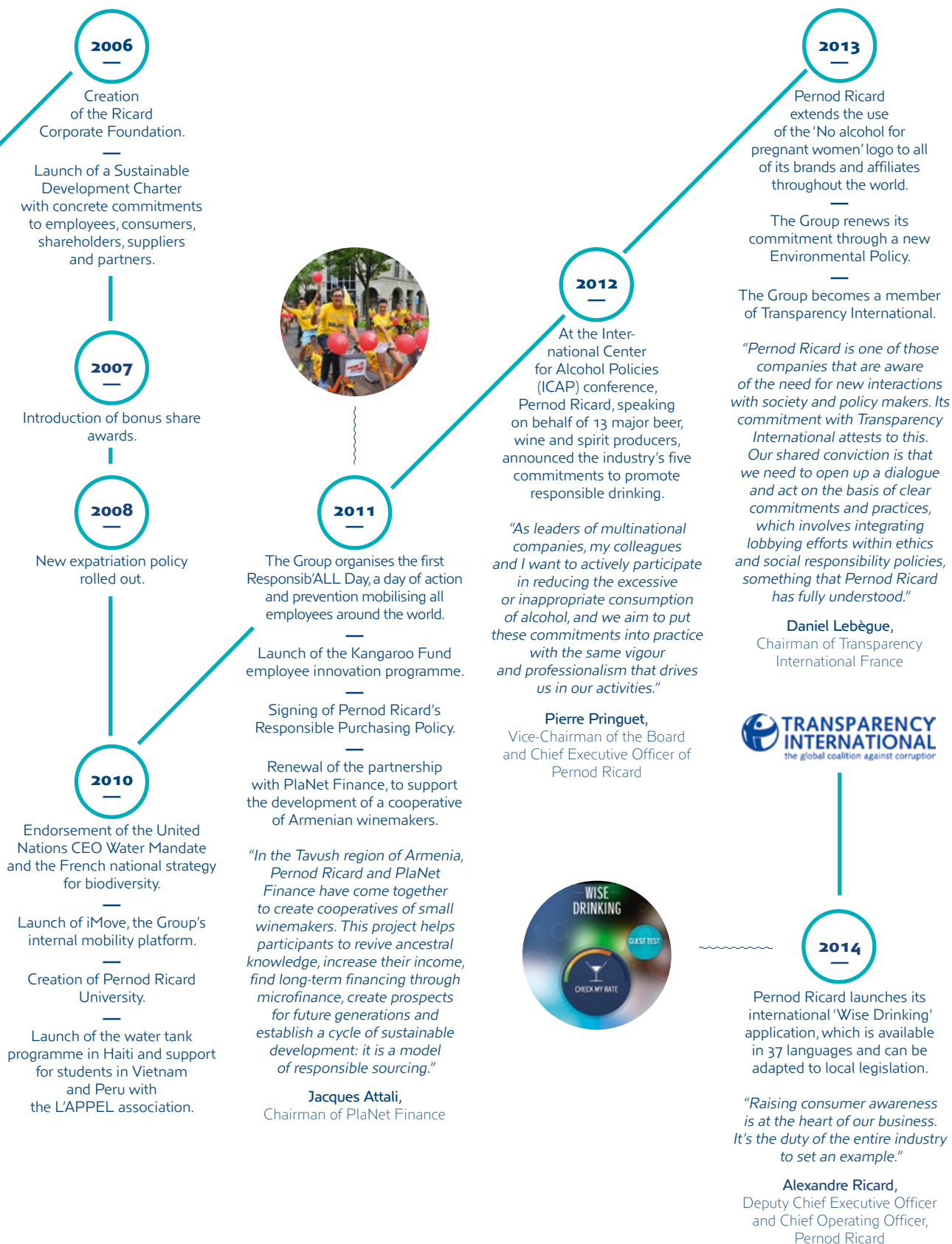
ENCOURAGE OUR PARTNERS TO RESPECT SUSTAINABLE DEVELOPMENT PRINCIPLES

376 suppliers have signed the Supplier CSR Commitment.

A SUSTAINABLE COMMITMENT

BUILDING ON THE HISTORIC COMMITMENTS OF ITS FOUNDERS, PERNOD RICARD HAS MADE ETHICS A KEY PRINCIPLE OF ITS LONG-TERM GROWTH. FOR THE GROUP, BEING RESPONSIBLE MEANS ACTIVELY CONTRIBUTING TO A GLOBAL EFFORT WITH A COMMON GOAL: TO MAKE DECISIVE PROGRESS IN THE AREA OF SUSTAINABLE DEVELOPMENT.





HUMAN RESOURCES

SUPPORTING ORGANISATIONAL CHANGES AS PART OF THE ALLEGRO PROJECT

2014 was marked by the implementation of the “Allegro” Group project, designed to improve operational efficiency in a more challenging economic environment. This three-year project aims to provide Pernod Ricard with the structures and ways of working together that are required to make the most of growth opportunities. The role of Human Resources will be to support each entity in defining and implementing new organisational structures, deploying social initiatives and managing change.

Although Pernod Ricard favours a decentralised approach, so as to be able to focus on the concerns of employees and be fully compliant with local business practice and legislation, where employee relations are concerned, the Group has set out global HR principles to ensure exemplary performance: focusing on transparent and constructive concertation, giving employees maximum clarity and listening to their concerns, offering those for whom solutions cannot be found within the Group competitive severance packages and outplacement services to support their career change, and so on. Internal redeployment remains the priority and HR is committed to working hard to identify as many opportunities as possible within the Group and to facilitate transfers.

In terms of supporting the change process, role-specific training programmes have been deployed in each entity. In marketing, for instance, more than 800 employees from the Brand and Market Companies took part in two-day seminars to discover the new ways of working together and to learn more about the new tools.

In addition, the HR function adapts the Allegro principles – prioritisation, simplification and mutualisation – to its specific way of working, by clarifying strategic priorities and the part played by each entity, and distinguishing between global HR practices that are common to all and those that call for a local approach. A new way of working together has also been introduced within the HR function, that of communities of experts. Each community is comprised of experienced HR professionals selected from the various entities within the Group for their expertise in a particular area, and is responsible for improving and co-developing global HR practices in key strategic areas. This allows the Group to capitalise on existing expertise and use it to implement solutions that are relevant to all. Six communities of experts were launched initially, focusing on developing employees and managing talent. A training course has been rolled out to familiarise the HR teams with the new ways of working that Allegro entails, and to enable them to play their key roles in the change process.

IN ORDER TO FULFILL ITS LEADERSHIP AMBITION, PERNOD RICARD CONTINUES TO IMPLEMENT A HUMAN RESOURCES POLICY THAT FOCUSES ON DEVELOPING TALENT AND MANAGING PERFORMANCE. KEY TO THIS ARE PROCESSES AND PRACTICES WHICH, BY RELYING ON A UNIFYING CULTURE, ENCOURAGE THE TRANSFER OF SKILLS AND HELP FOSTER A SPIRIT OF INNOVATION.

“leadership” item, which is readily identified by employees as the driving force behind the Group’s strategy. The results achieved are largely the fruit of a human resources policy built on and implemented around a common leadership model, shared across all of the Group’s affiliates.

Ensuring the dissemination of common social standards

This model, oriented towards the dissemination of common standards allowing all affiliates to move forward, can be found in the principles of employee-management dialogue that Pernod Ricard develops with its stakeholders. The collective agreement signed in January 2014 in partnership with EFFAT (European Federation of Food, Agriculture and Tourism Trade Unions) illustrates this: it is set to speed up the dissemination of best practices in CSR and HR in all of the Group’s European affiliates, encouraging them to consolidate various societal and

An established leadership model going forward

Built on a culture of conviviality and an entrepreneurial spirit, over the years Pernod Ricard has laid the foundations allowing its employees to adhere to a single ambition: that of making the Group the leader in its sector. The results of the second I Say opinion poll highlight this. The poll, conducted among employees in June 2013 by Towers Watson, shows a high level of overall commitment of 86%. Though the “culture and values” item remains the key factor in this commitment, it is closely followed by the

DEVELOPING SKILLS BY SHARING EXPERTISE

PERNOD RICARD FOCUSES ITS ACTION ON SKILLS DEVELOPMENT, WHICH SPEARHEADS ITS CONQUEST OF LEADERSHIP. THE GROUP ENCOURAGES THE TRANSFER OF KNOWLEDGE AND THE SHARING OF EXPERIENCE VIA TARGETED HR TOOLS AND PROCESSES THAT MAKE EMPLOYEES THE ACTORS OF THEIR CAREER PATHS.

labour commitments, thus surpassing their legal obligations and achieving alignment with the standards in effect within the most advanced affiliates. This framework is designed to be used as a reference for all the Group's affiliates. ♦



LEADERS OF TOMORROW

Keen to raise awareness of its cultural model and to share its vision of leadership, Pernod Ricard created a course – lasting around a hundred hours and leading to the awarding of a certificate upon completion – in partnership with the HEC Paris International Business School, the HEC Leadership Certificate, focusing on the relationship between human capital and corporate performance. Organised into teaching modules, its contents touch on various themes such as trust, power, innovation and decision-making. The case study developed by Pernod Ricard on the issue of leadership is the programme's guiding principle.

Pernod Ricard University, a platform for the dissemination of knowledge

With 430,175 hours of teaching provided in 2013/2014, Pernod Ricard University is the cornerstone of talent development within the Group. Bringing together employees from all affiliates, it is a great way to disseminate the culture, commitments and best practices of Pernod Ricard. Its role is to support employees on their career paths by giving them functional programmes, whilst also enhancing managers' leadership skills. To this end, the Group created three modules, Mixers, Shakers and Blenders, respectively targeting talented young people, experienced managers and top management. This year, some 265 employees attended one of the two training programmes already rolled out, Mixers and Shakers.

Mobility, a melting pot to enhance sharing and transfer

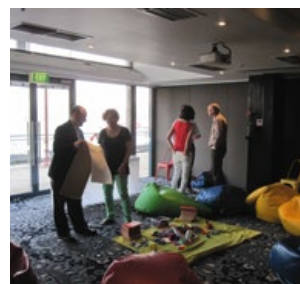
Mobility is a significant driver in skills development, allowing more career paths and business lines to intertwine. Whether based on function or geography, Pernod Ricard has always encouraged mobility, so as to spread its culture more effectively and to ensure the exchange of knowledge, skills and expertise within the Group. Mobility is an essential avenue towards innovation, encouraging the cross-fertilisation of various different views and approaches. It enables

Pernod Ricard to offer a range of career opportunities that attract talented people, thereby contributing to its reputation as an employer of choice. Incidentally, many concrete examples of career development within the Group have been shared on the Group's new Careers website, through testimonials from employees all around the world. This year, there were some 200 international transfers of personnel between affiliates. ♦



A KNOWLEDGE "ACADEMY"

Based on the Pernod Ricard Italia model, Pernod Ricard España rolled out its own ambitious training programme in 2013. Its defining feature is that it is run entirely by internal staff. Entitled AULA (meaning "classroom" in Spanish), it has already been used in several sessions to train staff on key topics such as project management, finance and innovation. Aligned with employee expectations and the strategic needs of the company, this internal training programme promotes recognition and involvement at all levels.



TH!NK, A LABORATORY BASED ON CREATIVE LEADERSHIP

The ambition of the lab, designed by Pernod Ricard Winemakers, is to learn to develop, maintain and enhance creativity. "We wanted to bring employees together around a common goal: that of being more innovative so we can do things differently and become leaders in our category," said Jean-Christophe Coutures, its CEO. One-day creativity sessions were organised in 2012, which in turn led to the establishment of the lab concept, aimed at business managers who face major business challenges. The aim is to help them understand the drivers behind creativity, and provide them with tools to allow creative thinking to emerge in their teams. A seven-day pilot scheme was organised at the end of 2013, in which 25 senior leaders took part. It was a very positive experience for the participants, and the training course is set to be rolled out on a larger scale.

ATTRACTING AND RETAINING TALENT IN ORDER TO SUPPORT PERFORMANCE

AMONG THE GROUP'S STRATEGIC
HR PRIORITIES, THE ABILITY
TO ATTRACT AND RETAIN THE BEST
NEW TALENT IS A FUNDAMENTAL
DRIVER FOR GROWTH.
IN THIS FIELD, PERNOD RICARD
WORKS TO ESTABLISH A PROACTIVE
POLICY, ONE THAT HIGHLIGHTS
ITS STRENGTHS, SPECIFICALLY
ITS CULTURE, SEEN AS A MAJOR
COMPETITIVE ADVANTAGE.

A new employer brand platform

The employer brand platform was formalised and sent out to all of Pernod Ricard's HR teams in 2013. It was created to meet the two-fold challenge of recruiting the best talents and bringing together the employees. After identifying the Group's most differentiating criteria, the platform was built around five of them: much-admired and successful Premium brands; convivial, genuine and passionate staff; an entrepreneurial spirit; local roots linked with a global ambition; and the ideal environment in which to develop. This work on brand identity led to the establishment of a careers site, launched in July, and available in French, English and Spanish. On this site, Pernod Ricard intends to promote the Group's culture and history by allowing employees to express themselves through a series of video testimonials.

International programmes to accelerate career paths

Pernod Ricard and its affiliates are investing heavily in programmes aimed at young graduates, with a view to attracting the best of them. One example is the Jameson Graduate Programme, established by Irish Distillers in 1991. This programme gives graduates in sales, marketing and languages the opportunity to start their career in an international environment, progressing through various market companies to work on the Jameson brand. With 36 new recruits in 2013/2014, its significant power continues to grow.

In the same vein, The Absolut Company and Chivas Brothers have recently established global programmes designed to attract

the most talented graduates. They give new recruits the opportunity to act as true brand ambassadors with companies in local markets. These roles carry responsibility and combine varied activities in an international environment. In order to address the challenges brought by the 'talent war', Pernod Ricard Asia set up a Regional Management Trainee Programme to attract and recruit young graduates from Asia's best universities throughout the region. It is an 18-month programme that includes integration, mentoring, rotation of roles and location, a secondment to another Asian country, a week of personal development and, finally, a visit to the Pernod Ricard Holding Company and the Brand Companies in France. Since 2013, 18 talented young people from 6 Asian countries have taken part in this programme, and they will be joined by 10 more in 2015.





Diversity, an essential part of creativity

The Group considers diversity to be a genuine driver for performance and innovation. Whether of gender, age, origin or career path, diversity offers a real competitive advantage. A reflection, as it is, of society at large, diversity gives a better understanding of consumers; it is a source of different attitudes and perspectives that encourage the germination of ideas and adaptation to change.

Globally, two priority areas have been identified: increasing female participation in leading teams, and fostering greater diversity in terms of origin or career path within Management. Working groups have been established to create concrete initiatives with four priority areas of action: flexibility, to strike a balance between work and family life; mobility, or how to account for dual careers; mentoring, to accelerate development and clarity; and communication, to raise awareness and change attitudes amongst employees. In addition, specific indicators were set out, and all affiliates will adhere to these from now on through the HR Scorecard.

Finally, with effect from the new financial year, promoting diversity will automatically be considered in the performance evaluations of members of management: improving the diversity of employee backgrounds

at all levels, particularly in the talent pool and on management committees, through internal mobility and recruitment.

In terms of promoting female leadership in particular, the Group is partnering with external initiatives. This year, the Group became a member of Catalyst, a non-profit organisation working to assist the development of women's careers in business. In another initiative, four female executives from head office took part in drafting a fun dictionary on the role of women in business and society, as part of a seminar spread over three years and led by the École Normale Supérieure in Paris. Created following meetings with social science researchers, this work aims to challenge companies to change attitudes. ♦

ONE YOUNG WORLD: ENHANCING YOUNG PEOPLE'S SENSE OF RESPONSIBILITY

Because CSR is a major driver behind commitment in business, Pernod Ricard decided to send eight young employees to the One Young World Summit in South Africa in October 2013. This summit allows talented people under the age of thirty from companies, NGOs and universities to discuss key issues in the field of sustainable development with opinion leaders and decision makers who act as advisers. Internally, this event inspired the creation of the Youth Action Council (YAC), which aims to rally the Group's emerging talent around strategic issues. Reserved for employees under the age of thirty, this Committee aims to make it easier to feed back initiatives and original best practices to senior management, before making them a reality. It also gives the selected applicants the chance to develop their talent by becoming project sponsors, and to provide managers with a different viewpoint on their strategic challenges.



RELYING ON YOUNG TALENT

The mentor role can also be played by much younger employees, thus increasing motivation and involvement. In this instance, it is known as reverse mentoring. This method was adopted by The Absolut Company to enhance the digital technology knowledge of its Management Committee members. Sessions of 30-45 minutes were planned for each member, led by a young employee with expert knowledge of the subject. Nine topical issues were discussed, including social media, a study of Google, new digital business models, and new trends.



INVESTING IN THE LEADERS OF TOMORROW

Chivas Brothers Limited has adopted a mentoring approach in order to motivate its teams and to share the Group's culture more effectively. The affiliate developed an action plan in several stages. To begin with, it set out the skills it needed to promote. It then selected 30 mentors, all senior leaders, some of whom are from the Management Committee, with each being responsible for monitoring an employee against specific targets. At the same time, the affiliate trained these mentors and produced mentoring support materials (including a dedicated forum, a practical guide, and so on). The program intends to develop leaders, and to improve performance, innovation and communication within the affiliate. It has already started to pay off, with the employees identified joining the programme.

DIVERSITY: A COMPREHENSIVE PROGRAMME AT PERNOD RICARD USA

Improving decision-making, strengthening problem-solving skills and optimising innovation processes: diversity provides teams with substantial benefits. With this in mind, since 2011 Pernod Ricard USA has implemented an integration and diversity programme, "Mirror the marketplace", led by a dedicated manager and supported by a multi-function team of ambassadors based across the country. An action plan allowed significant progress to be made: internally, awareness was raised through e-learning sessions and participation in specific events, bringing together over 40% of employees. Externally, diversity will, from this year, be an integral part of recruitment, with the implementation of specific procedures. In addition, a page devoted to diversity has been created on Pernod Ricard USA's website, thus helping to improve the Group's image as an employer.



ON OPPOSITE SIDES OF THE WORLD, JULIA AND NOEMIE HELP IMPLEMENT THE GROUP'S CSR INITIATIVES, SUCH AS RESPONSIB'ALL DAY, AN IMPORTANT DAY OF ACTION IN WHICH ALL EMPLOYEES TAKE PART.



JULIA MIZUBAYASHI, PUBLIC AFFAIRS AND INTERNAL COMMUNICATIONS MANAGER, PERNOD RICARD JAPAN
NOEMIE BAUER, CSR AND PUBLIC AFFAIRS MANAGER, PERNOD RICARD AMERICAS

RESPONSIBLE DRINKING

KEEN TO ENSURE THE RESPONSIBLE CONSUMPTION OF ITS PRODUCTS, PERNOD RICARD HAS ALWAYS PROMOTED “RESPONSIBLE CONVIVIALITY” AS THE REFERENCE MODEL FOR DRINKING ALCOHOL.

Following in the footsteps of its founders, the Group has developed robust guidelines that combine elements such as setting a good example, raising awareness and encouraging moderation, and these recommendations have been further enhanced over time through the actions of its affiliates and their stakeholders. This collective approach, created with the aim of fostering continuous improvement, has shifted the lines in raising standards across the industry. And, once again this year, this policy has led to the development of new projects in line with the commitments made at the ICAP (International Center for Alcohol Policies) conference in 2012, alongside the industry as a whole.

Solid foundations

Promoting moderate consumption, combating drink driving, educating at-risk groups, dissuading pregnant women from drinking, making staff aware of their responsibilities... These five historical commitments embody Pernod Ricard's responsible drinking policy, and are reflected on a daily basis in a range of initiatives that focus on raising awareness and prevention. The origins of this policy lie in the beliefs of Pernod Ricard's founders, who strived to improve best practices. In addition to being a member of ICAP, Pernod Ricard is notable for being one of the founding members of the French Institute for Scientific Research on Alcoholic Beverages (Ireb) and spiritsEUROPE. The Group is also an active member of organisations such as the Thai Foundation for Responsible Drinking (TFRD), as well as, Drinkwise in Australia, Drinkaware in the UK or ARA in South Africa. The Group's pioneering commitment has been perpetuated and strengthened by its affiliates, which are encouraged to adopt and share the initiatives inspired by international commitments, in line with local social issues.

Spreading responsible practices

This desire to act proactively and to raise awareness within the industry led to a defining moment, at the ICAP conference in late 2012, with the signing by the key players in the industry of five key commitments for responsible drinking. Five areas of action that producers are committed to

implement by 2017: reduce underage drinking, strengthen and expand marketing codes of practice, improve consumer information and encourage the development of responsible product innovations, educate the general public about the dangers of drink driving, and enlist the support of retailers. Since then, Pernod Ricard has accelerated the implementation of new action plans, in line with these five areas of development.

Employees, the primary ambassadors of responsibility

For Pernod Ricard, the effectiveness of the approach is underpinned by active teaching and education over the long term. As such, our employees are the first to embrace these principles, as they are encouraged to take action inside and outside the workplace, by spreading their knowledge and good practices using dedicated tools (intranet sites, awareness-raising campaigns, training sessions, etc.). Responsib'ALL Day marks the culmination of this campaign: for 24 hours, all of the Group's employees join together to raise awareness about responsible drinking among customers, distributors and the general public. This year, the commitments made during the ICAP conference provided the foundations for this event and gave birth to major programmes across the five continents, ranging from a seminar educating about the dangers of underage drinking (Pernod Ricard Japan) to train-

ing on simulators that replicate the effects of drink-driving (Pernod Ricard South Africa) and visits to retailers to raise their awareness, conducted in association with the wine and spirits distributor Southern Wine & Spirits of America (Pernod Ricard USA).

The fundamental role of partners

Pernod Ricard also relies on the recognised expertise of its stakeholders (public authorities, non-governmental organisations, prevention associations, scientific experts, etc.) to develop and expand its activities in order to improve their scope and effectiveness. This collaboration covers a number of educational and awareness-raising programmes conducted by affiliates at a local level. It targets two priorities: the fight against drink-driving and educating at-risk populations.

Self-regulation and ethical marketing

Pernod Ricard encourages moderate consumption in line with the standards set by the World Health Organisation. In this respect, its actions cover activities such as disseminating clear and transparent information on the risks related to inappropriate or excessive alcohol consumption, the labelling of bottles as well as advertising displays. Moreover, the Group decided not to communicate via traditional or digital media channels targeted at a predominantly underage audience. Consequently, the Group was one of the first adopters of self-regulation, through its implementation of a Commercial Communications Code, which takes inspiration from the best codes of conduct. This code has been further strengthened by the addition of a section dedicated to digital media, by imposing a minimum size for prevention messages, as well as the control of new products. An internal approval committee, composed of independent marketing experts, ensures its strict application by checking the majority of commercial communications from all of the Group's affiliates (1,800 campaigns reviewed in nine years, among which only 7 have been refused by the committee). ♦



WISE DRINKING, THE APP PROMOTING RESPONSIBLE DRINKING

Pernod Ricard's digital know-how and experience in the area of social communications for consumers has led to the creation of 'Wise Drinking', a global app designed to encourage responsible drinking. In practice, the app allows drinkers to calculate the number of alcohol units they have consumed in real time, taking their morphology into account. What's more, it adapts to the local laws in the user's country to offer advice and, through the use of a geolocation system, indicates the nearest means of transport. The 'Wise Drinking' app is available for free in 37 languages on iPhone and Android, and has been downloaded over 26,000 times in a month.



E-LEARNING: MORE EFFECTIVE COMMUNICATION OF RULES

Pernod Ricard has made educating its employees a key component of its model's success. The Group has opted to use e-learning to provide training on its Commercial Communications Code to as many employees as possible. The new online training programme, launched with the support of Pernod Ricard University in June 2014, is divided into five chapters and, following a test at the end of course, employees receive a certificate validating their knowledge. Mandatory for members of staff working in marketing functions, the training is also open to all employees.



THE PERNOD RICARD MODEL: INSPIRING THE STANDARD

Pernod Ricard's ethical commitments, particularly its Commercial Communications Code, inspired the standards drafted in connection with the European Responsible Marketing Pact. The aim of this pact, signed in 2013 by eight producers (including Pernod Ricard), is to define a framework for commercial communications to better protect minors. It has three objectives: to reduce minors' exposure to advertisements for alcoholic drinks; to define strict rules to minimise the appeal of marketing communications to minors; and to strengthen the rules applicable to communicating on social media in conjunction with operators.

FIGHT AGAINST DRINK DRIVING: A MAJOR CHALLENGE

For over 30 years, Pernod Ricard has been involving its employees, affiliates and stakeholders in the fight against drink driving – a major issue, recognised as a priority by the whole industry. Pernod Ricard, one of the first signatories of the European Road Safety Charter in 2007, implements a proactive policy, directly inherited from its founders, which focuses on three areas of action: information, prevention and education. To spread its messages more effectively, the Group brings together partners who are able to pool their expertise and knowledge of the field, such as public authorities, prevention associations and NGOs. It also works internally to develop employees' sense of responsibility and the need to set a good example at all levels, by promoting the sharing of good practices and the commitment of all players, especially within the context of the Responsib'ALL Day.

Actions in line with reality

Pernod Ricard uses education to encourage responsibility and to change people's attitudes. The Group implements an approach based on experience in the field which is tailored to the local situation. To this end, it organises training programmes and awareness-raising campaigns created in partnership with prevention associations, as well as local political and social players. Among its priorities are the "designated driver" initiative and the checking of blood alcohol levels. In Mexico, for instance, the Pernod Ricard Mexico Foundation launched a major awareness-raising campaign entitled "You Drink Or You Drive" ("O tomas o manejas"). In the United Kingdom, Pernod Ricard UK has worked with the Automobile Association, drawing on the conclusions of a survey it conducted. The result: a hard-hitting campaign aimed at the young with the message "Drink driving starts with an excuse".

Investing in research

Prevention also involves research. To this end, Pernod Ricard supports several organisations (Ireb and ICAP for example) and undertakes its own research projects, usually on a cross-disciplinary basis, such as "Safe Roads 4 Youth" programme, rolled out in Argentina, Vietnam and South Africa; this campaign conducts research and implements actions to address the issue of Youth, Road Safety and Alcohol in developing countries, with different cultures. Initiated with funding from employees in connection with Responsib'ALL Day and supported by recognised local and international partners (non-governmental organisations and university researchers), the results of this ambitious project will be published shortly. ♦



PRIORITISING AT-RISK POPULATIONS

In accordance with the commitments made by the alcoholic drinks industry at the ICAP conference, Pernod Ricard continues to make a significant contribution by developing new actions around the world. In Vietnam, in order to raise awareness of the dangers of drinking and driving, especially when driving on motorways, the Group has launched a new pilot campaign. Targeting the highest-risk groups (young people, truck drivers), the programme is to be rolled out in seven major cities. Underpinned by Pernod Ricard's knowledge and expertise in promoting responsible drinking, the campaign's message is spread locally by the public authorities and several NGOs playing a key role in the implementation of change.



CORBY SPIRIT & WINE LTD.: FREE TRANSPORT A WORLD FIRST

Entitled "Don't Pay the Price", a message with a double meaning that refers both to the price of the transport and the risks of drink-driving, the campaign implemented in Toronto is a fine example of a perfect partnership. The initiative, stemming from Responsib'ALL Day 2013, led Corby Spirit & Wine Ltd. to sign a three-year partnership with the Toronto Transit Commission (TTC) to offer consumers free travel on the night of New Year's Eve. Supported by the Minister of Transport and a number of prominent local individuals and organisations (even the Liquor Control Board of Ontario – the monopoly selling alcoholic beverages in the province), the initiative, which was widely publicised in the press and across social media, illustrates Pernod Ricard's ability to bring together key social and economic players around a major issue. The campaign was a resounding success, both among employees and the general public.



AT-RISK POPULATIONS: PREVENTIVE MEASURES

In order to support at-risk and vulnerable groups (pregnant women, young adults, minors, etc.), Pernod Ricard is committed to rolling out targeted educational actions that focus on encouraging people to take responsibility for themselves and raising the awareness of local intermediaries. In this area, the keyword remains prevention; however, it also involves clear messages and initiatives at a grass roots level.

Minors: education comes first

Pernod Ricard has set itself three objectives: delay the age of the first drink, reduce the number of underage consumers and reduce the quantities drunk by minors who are already consumers. To maximise the chances of success, the Group intends to roll out education projects with the support of adults (parents, trainers and teachers) who are essential to the transmission of information. In Sweden, since 2006, Pernod Ricard Nordic and The Absolut Company have been conducting the 'Prata Om Alkohol' ("Talk about alcohol") programme in Swedish schools, with the participation of teachers. More than 250,000 students have attended the course and it has already been rolled out in several neighbouring countries. In Spain, a programme focusing on youth and alcohol ('Adolescencia y Alcohol') was launched with the support of a scientific committee. Based on educational workshops involving both children and parents, it has reached close to two million students over a period of ten years.

Young adults: encouraging responsibility

Pernod Ricard is strengthening the impact of its messages by deploying innovative actions focusing on three areas: organising prevention initiatives at

the place of consumption, using social media and digital tools in line with modern lifestyles and new forms of usage, as well as involving adults – associations, educational movements and an increasing number of distributors – in the awareness-raising process. Thus, the Group recently renewed its partnership with the Erasmus Student Network (ESN), a European programme for student exchanges in Europe, which has adopted a responsible drinking programme for which the students themselves are the ambassadors. This programme has reached over 110,000 students in around thirty countries in just three years. Another example: in Brazil, the Group is working in partnership with the NGO Nova Educação and, since 2011, five thousand students have received training through a programme called 'Na Medida', using role-playing activities to convey the message of responsible drinking. To support their work, the Group and its affiliates have developed highly effective and entertaining digital apps, in line with new attitudes. For example, The Wine Line, an app developed by Pernod Ricard Winemakers in Australia, which allows drinkers to calculate the amount of alcohol in a glass, has proved extremely popular locally: it has received 4,500 downloads in one month.

Pregnant women: extremely strict recommendations

On the basis of joint studies and knowledge in this area, Pernod Ricard was quick to recommend that women adopt a "Zero Alcohol" policy during pregnancy. In 2006, the Group was the first company in the alcoholic beverages sector to place a warning logo for pregnant women on the back label of bottles for sale on the European market. It went one step further in 2013, by expanding this measure to all its brands and affiliates worldwide. ♦



SPREADING GOOD PRACTICES TO RETAILERS, A PRIORITY IN COLOMBIA

Focusing on partner points of sale and promoting responsible practices to raise awareness among young people: this is the challenge that Pernod Ricard Colombia has set itself, through an ambitious initiative entitled 'Alianza + 18'. As the first step, the affiliate worked in conjunction with ICAP to develop partnerships with other players in the industry and the local authorities, including the institute for family well-being, a parents' association and a scientific foundation. It then conducted two waves of communication campaigns (with the production of a video, a poster and stickers to be placed in points of sale) supported by widespread media coverage. Two hundred retailers were initially recruited to participate in this programme. At the end of 2014, the programme will be assessed initially by mystery shoppers and will be the subject of a scientific report, with the expectation that purchases by minors will have dropped by around 10% by the second year.

ALCOHOL I KNOW... A GOVERNMENT-BACKED PROGRAMME

In order to address the danger of alcohol abuse in Thailand, Pernod Ricard Thailand undertook to launch a wide-scale youth training programme focusing on responsible drinking and the dangers of drink-driving. Over time, the affiliate has gained the support of a number of key players, including the government, by developing teaching materials. The programme has now expanded even further, with the involvement of local producers and international partners. After raising the awareness of around 7,000 young people, the campaign is a success.



ENVIRON- MENT

ENVIRONMENTAL EXCELLENCE IS CENTRAL TO THE QUALITY OF THE PRODUCTS AND REGIONS THAT SHAPE THE IDENTITY OF PERNOD RICARD'S BRANDS. OVER TIME, ITS RESPONSIBLE POLICIES, WHICH ARE IMPLEMENTED AT LOCAL LEVEL BY ITS AFFILIATES, HAVE MULTIPLIED, BOOSTED BY A CULTURE OF SHARING EXPERIENCE. THEY HAVE ALSO EXPANDED, AS ILLUSTRATED BY THE MAJOR ADVANCES ACHIEVED THIS YEAR, WITH A FOCUS ON TWO KEY AREAS OF ENVIRONMENTAL POLICY: A SUSTAINABLE APPROACH TO PRODUCT DEVELOPMENT, AND THE PRESERVATION OF BIODIVERSITY.

An historical commitment

For more than 30 years, Pernod Ricard has made protecting the environment one of its priority commitments. This undertaking was first made by Paul Ricard, the founder of Ricard, who combined an entrepreneurial vision with firmly held environmental principles. In 1966, he set up an Oceanographic Institute on the island of Les Embiez dedicated to the conservation of marine species, which today plays a leading role in protecting the Mediterranean. In keeping with these principles, Pernod Ricard has made protecting the environment an integral part of its business, ensuring that natural resources and the regions where its brands are produced are preserved for the future. This commitment has been demonstrated over the years by the actions of its affiliates, which are encouraged to implement initiatives locally and to commit to measurable targets for their production sites (96% of production sites were ISO 14001 certified in 2014).

An ongoing process

Pernod Ricard's environmental strategy has been developed and formalised, with a strong emphasis placed on responsible practices. Internally, the implementation of a range of dedicated methods and tools (including a network of local personnel, training and intranet platforms), taken from the roadmap that has been rolled out across the Group, is helping to boost the strategy. Externally, Pernod Ricard plays an active role in several working groups and round tables organised by professional or governmental bodies, including the FFS (Fédération Française des Spiritueux) in

France, Food and Drink Europe and the international BIER (Beverage Industry Environmental Roundtable). The organisations involved in these initiatives benefit from the opportunities they offer to share knowledge that encourages continuous improvement. For example, the work done this year at the FFS, with the support of industry experts and manufacturers, to define a common standard for assessing the environmental footprint of spirits, made a key contribution to informing and developing the Group's ideas about sustainable product development. In November 2013, Pernod Ricard achieved a new milestone by formalising its vision and commitments in an environmental policy based around five priority areas. This policy was distributed to all of the Group's employees and stakeholders and gives new impetus to its environmental initiatives.

PERNOD RICARD'S ENVIRONMENTAL POLICY IS BASED ON FIVE COMMITMENTS:

1. Promote sustainable agriculture and preserve biodiversity.
2. Reduce energy consumption and combat climate change.
3. Preserve water resources locally.
4. Encourage a sustainable approach to product development and reduce the impact of waste.
5. Deploy efficient environmental management systems.

Taking the environment into consideration from the earliest stages of product development

The impact of Pernod Ricard's activities on the environment begins with the design of its products and continues throughout its supply chain. To reduce its environmental footprint and limit its impact on the environment, Pernod Ricard has made designing and developing all of its products sustainably at all stages of their life cycle a priority, in particular by reducing the amount of raw materials used, encouraging the use of recyclable packaging materials and optimising transportation. This commitment requires a cross-functional approach to projects and this year took on a new dimension, driven by the sharing of good practices and collaboration between staff in different departments.

Integrating environmental policies into brand strategy

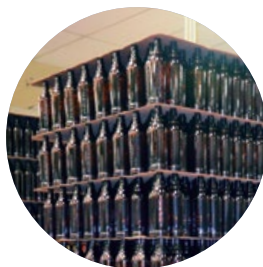
In response to consumers' social and ethical expectations, sustainable development is increasingly becoming an integral part of the brand's identity, strategy and development. The emergence of the concept of corporate social responsibility has this year given new impetus to Pernod Ricard's environmental policy and has also been identified as a key factor in achieving Premiumisation. Our brands increasingly seek to highlight the link between product and region, in an attempt to convey to consumers the passion and authenticity that motivate producers.



The Group has used a pilot carried out by one of its affiliates to establish a methodology for the Marketing teams at each of the Brand Companies. Its objective is to help them define the links between the brand and the environment and encourage them to implement sustainable measures in line with the brand's identity and strategy. Workshops on this topic will be run until 2016 and will target the Group's key brands as a priority.

Eco-design – always a priority

The integrated eco-design approach focuses on developing products while reducing their environmental impact throughout their life cycle. Its principles have always been promoted by Pernod Ricard as an effective means of reducing waste. To enable all of its affiliates to adopt this approach more quickly, the Group has this year developed an interactive tool that provides advice and methodologies for use by three different divisions – Marketing, Product Development and Purchasing.



EVER-INCREASING INITIATIVES...

All around the world, affiliates are implementing a range of responsible practices throughout the product life cycle and encouraging partners and suppliers to do the same.

PERNOD RICARD BRASIL: REDUCTION AT THE SOURCE

Pernod Ricard Brasil has come up with the innovative idea of transporting PET bottles in returnable cardboard boxes. This required significant adaptation of production lines and was implemented in close collaboration with the affiliate's suppliers. This initiative has enabled Pernod Ricard Brasil to reduce the amount of cardboard boxes it uses by 88% (a considerable reduction of 6 tonnes of CO₂ emissions per year). The affiliate is hoping to extend this winning solution to other types of packaging (such as caps).

PERNOD RICARD HELLAS: REDUCING THE WEIGHT OF BOTTLES

In Greece, Pernod Ricard Hellas held an ECO Design committee in Mytilene with participants from various departments (production, purchasing, logistics, etc.). The aim of the meeting was to study and minimize the environmental impact of its new Borzoi gin and vodka packaging and to suggest alternatives. The following ideas were chosen from among the options discussed: reducing the weight of the bottles (by around 13%) and carton cases (by around 1,3%) and increasing the percentage of recycled glass and paper in the materials used.

KAHLÚA: FAVOURING THE USE OF RECYCLABLE MATERIALS AND OPTIMISING TRANSPORT

The caps of Kahlúa bottles are now made from recyclable aluminium and their secondary packaging has been redesigned to contain more bottles. This has led not only to fewer broken bottles, thanks to a new, more solid contact point, but also to less energy consumption relating to transport: for every 11 journeys that were done previously, just 9 are done today, representing a fuel saving of around 22%.

THE ABSOLUT COMPANY: EFFICIENT LOGISTICAL SOLUTIONS

The Absolut Company is highly innovative in its use and promotion of sustainable transport. It encourages the use of sea transport (75% of its transportation is carried out by boat) and supports alternative energies – its contracts with wheat suppliers for 2014 stipulate that 25% of journeys must be made using biofuels. Keen to advance environmentally friendly practices, in 2007 the affiliate became a member of the Clean Shipping Project, a Swedish group that brings together large manufacturers to develop cleaner, more efficient shipping solutions. The improvements achieved to date include the creation of a ranking system for shipping companies.



Agriculture and biodiversity: making commitments for future generations

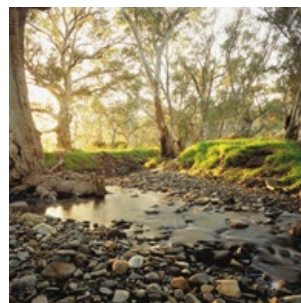
Pernod Ricard, which cultivates 5 956 hectares of vineyards and purchases nearly 2.3 million tonnes of agricultural raw materials every year, has made sustainable agriculture and biodiversity a cornerstone of its environmental commitments. The preservation of natural resources and the quality of soil and land are at the very heart of its businesses and products: they support a long-term vision of its activities. Since the Group was founded, it has encouraged its affiliates to experiment with responsible practices, which have subsequently been shared and rolled out more widely. This year, such practices have once again made significant progress.

Sustainable agriculture: quality and traceability

From reducing inputs to decreasing the consumption of water and raw materials and preserving soil, the Group's vineyards apply rigorous standards of sustainable agriculture, most of which are certified according to the environmental standards of their countries. These responsible practices have been boosted by a common environmental reporting system that makes it easier to share results. Today, about 75% of land cultivated is watered using drip irrigation, while 70% of the land has grass sown in between the rows of plants, which reduces the amount of fertilizer and pesticides required. This continuous improvement is gradually being extended to our suppliers, who benefit from our affiliates' technical expertise. For example, Pernod Ricard Winemakers Australia has supported more than 200 suppliers through the Entwine Australia Scheme, a programme that involves obtaining ISO 14001 certification and implementing a system for reporting on environmental management practices. Meanwhile, in New Zealand, Brancott Estate helped its suppliers to obtain Sustainable Winegrowing New Zealand accreditation. In Spain, Pernod Ricard Winemakers Spain is encouraging its suppliers to adopt organic practices, in particular the use of sexual confusion to combat pests.

High ambitions for biodiversity

Preserving natural heritage and biodiversity (by protecting soil from erosion and creating natural sanctuaries for wildlife) is a key concern for Pernod Ricard and its affiliates. We are investing in a number of wide-ranging programmes, the results of which are already measurable. In France, Martell has made huge progress in this area: after carrying out detailed mapping of its ecosystems and evaluating their potential for biodiversity, the affiliate identified priority measures and set itself a number of targets, such as the introduction of grass planting, which it has also started to encourage among its suppliers. The same commitment to preserving natural areas can be found in New Zealand, where our affiliate has introduced a programme to re-establish wetlands in the Kaituna region to restore the original ecosystem. It is also involved in a project to protect a native falcon species, which is being funded by sales of a special edition Brancott Estate wine. ♦



PERNOD RICARD WINEMAKERS AUSTRALIA: BEST PRACTICES

The preservation of ecosystems has shaped the identity and success of Pernod Ricard Winemakers Australia products. The affiliate is involved in a number of programmes to promote the reforestation of indigenous areas and the preservation of local fauna and flora. Its most significant achievements include its projects in the Jacob's Creek river basin, which encompass a range of sustainable initiatives that have become a benchmark for Pernod Ricard brands worldwide. These include, for example, the replacement of non-indigenous plants with native species to help improve biodiversity (more than 700 trees were planted on World Rivers Day), which led to an increase in the population of frogs, fish and birds to this natural area. The installation of anti-pigeon nets has also helped to prevent unwanted seeds from being introduced.



CAMPO VIEJO COMBINES INNOVATION AND RESPONSIBILITY

An innovative, environmentally friendly wine – this is the promise of Campo Viejo Ecológico, which was introduced as part of the brand's ambitious action plan to promote biodiversity. In practical terms, the wine is made in accordance with the principles of organic production: no non-natural products, careful use of natural resources and close monitoring throughout the entire production process. Following the introduction of these practices, the vineyard has seen the return of certain species of birds and flowers. Butterflies, a sign of a healthy ecosystem, are used at the site as a bioindicator and were therefore chosen as the wine's emblem.



DEVELOP COMMUNITIES AND ENGAGE PARTNERS

DRAWING ON ITS LOCAL ROOTS AND ENTREPRENEURIAL SPIRIT, PERNOD RICARD STRIVES TO DEVELOP RELATIONSHIPS WITH ITS STAKEHOLDERS (COMMUNITIES, PARTNERS AND SUPPLIERS) THAT CREATE VALUE FOR ALL PARTIES. ITS COMMITMENT WAS REFLECTED ONCE AGAIN THIS YEAR BY THE IMPLEMENTATION OF CONCRETE APPROACHES BASED ON THE WIDESPREAD DISSEMINATION OF KNOWLEDGE AND PRACTICES, THEREBY PROVIDING EVIDENCE OF SHARED PROGRESS.

Fostering the development of local communities

Pernod Ricard and its affiliates manage concrete projects in a wide range of fields, so as to meet the expectations and needs of local communities (for example, facilitating access to education, improving health and social conditions, and supporting economic development). These projects succeed thanks to financial support provided by the Group and also through the involvement of local employees, within the context of volunteer programmes. ♦ Some are designed to respond to emergency situations, such as in the Philippines, where the Holding Company and Pernod Ricard Asia provided financial support to help victims of Typhoon Haiyan, and in New York, where the teams from Pernod Ricard Americas joined forces with New York Cares, a local charity, to clean up East River Park in the wake of Hurricane Sandy. ♦ Other long-term programmes have been established alongside NGOs and leading charities. A notable example is the partnership created by Yerevan Brandy Company and PlaNet Finance, which enabled

Armenian wine-makers in the Tavush province to join together as a cooperative (see page 86).

Entrepreneurial spirit, a driving force of economic development

Pernod Ricard and its affiliates support and finance projects that are designed to foster entrepreneurship, a key factor in value creation. Here again, the Group is committed to building sustainable partnerships, with the guiding principle of knowledge sharing, that seek to uncover young talent and, more generally, to foster new business. For example, since 2011, the Group has been working alongside L'APPEL, a charitable association in Vietnam, on the "J'apprends-j'entreprends"





ENCOURAGE EMPLOYEE COMMITMENT

In July 2013, in response to needs expressed by employees during the I Say survey, Pernod Ricard Asia launched the Employee Volunteer Programme: a challenge designed to create healthy competition for CSR projects. A platform, structured around Pernod Ricard's commitments, has been designed to receive project proposals from the employees of the Pernod Ricard Asia entity. Four of them have been selected, one following a vote by the Management Committee, the other three chosen by the employees, to be funded and rolled out within the following year – to date, three have already been completed. For the first edition, the winning projects were as follows: creation of a call centre office for donations to a refuge centre for young mothers in the Philippines; donations for disadvantaged populations in Hong Kong; creation of an employment workshop in Cambodia based on a digital game; participating in a walk in Hong-Kong to raise awareness for the cause of visually-impaired people.



AN ECONOMIC MODEL WITH A PROVEN TRACK RECORD

In Armenia, following an initiative by the Yerevan Brandy Company affiliate, in partnership with the NGO PlaNet Finance, wine-makers from the Tavush province have joined forces to form a cooperative. The challenge: to help them secure their future by increasing the yield from their vines and ensuring that they have a stable source of income. The wine-makers have benefitted from comprehensive and regular technical support covering a range of processes, as well as training on management principles. This support was combined with a micro-loan to purchase equipment. Launched as a pilot, this project has been a great success, both from an economic and a human point of view – as evidenced by the quantities of grapes produced and the development of solidarity among wine-makers. Thanks to the success of this pilot, 15 other cooperatives are due to be set up in the near future, based on the same model.

A SPIRIT OF ENTREPRENEURSHIP

60: that is the number of participants on the residential training programme created by Chivas Brothers. This initiative seeks to foster an entrepreneurial spirit among young Scottish people. It was launched in collaboration with the Outward Bound Trust, an association that seeks to harness the potential of individuals through activities in natural environments. The objective of this partnership: to develop, through targeted courses and open-air activities, young people's leadership skills and entrepreneurial spirit. This year, the programme was supplemented by a mentoring scheme, with the close involvement of three of the affiliate's employees.

project, which helps to facilitate access to university courses and entrepreneurship. After an initial selection process from the applications received, young students are awarded a grant to finance their higher education, before participating in a business development competition that marks the end of their training. 40 young people are currently benefiting from the grant, from which 4 prize-winners were chosen in 2014. The project's entrepreneurial aspect was strengthened this year, following the creation of a mentoring scheme involving local business leaders.

The affiliates have also launched projects of a similar nature: in Dublin, Irish Distillers is funding a programme to enable underprivileged students, chosen for their entrepreneurial spirit, to go to university and, through an internship, to learn more about its business and activities. This year, Irish Distillers also began supporting ICE, a charitable association created to help job-seekers to start up their own business. Another original initiative has been launched by Chivas Brothers which, in order to support the economic development of communities living in close proximity to its sites, set up a programme that focuses on learning key entrepreneurial skills, accelerated by a mentoring scheme (see left).

Share the diversity of local cultures

In connection with its culture, Pernod Ricard has made diversity and dialogue with local communities the keys to innovation and performance. Having been introduced by Paul Ricard, the Group's commitment to art and culture echoes this philosophy. It has taken various forms over time: the historic partnership established with the Centre Pompidou in Paris is designed to

make art more accessible for all. Since 1997, it has helped to develop innovative and collaborative projects, including the virtual Centre Pompidou, which makes over 450,000 works available to the public via a digital interface. In November 2013, the Group renewed its sponsorship agreement for a further nine years, which will strengthen this historic partnership and accelerate the sense of collaboration with regard to digital technology.

Pernod Ricard's commitment is also reflected by its active support to local heritage, cultures and traditions. In that respect, Pernod Ricard and its affiliates participate in the organisation of cross-disciplinary projects that support talented individuals: for many years, the Group has helped young musicians from the Orchestre-Atelier Ostinato by offering them the opportunity to play concerts in famous venues (Centre Pompidou, Opéra Bastille, Espace Cardin). On a different note, Havana Club International has developed a Havana Cultura label to promote Cuban culture around the world by shining a spotlight, especially online, on 100 Cuban artists from a range of disciplines. For its part, Ricard S.A. is continuing to organise the Prix Ricard S.A. Live Music, which provides a year of support for an artist as they build their career (including their participation to the Ricard S.A. Live Sessions tour, a promotion campaign, training sessions and material support). Meanwhile, Martell has chosen to support talented young photographers from Singapore and track the progress of their careers (see p. 87).





Encouraging our partners to respect Sustainable Development principles

Partners are associated to Pernod Ricard's CSR strategy. In this area, the Group is developing, step-by-step, a sustainable procurement process that is designed to engage its affiliates and secure the involvement of its suppliers and subcontractors over the long-term.

The first stage has consisted of defining a Group-wide common framework for action. Today, this is formalised by a Procurement Code of Ethics produced in four languages and a Responsible Procurement Policy translated into five languages (English, French, Spanish, Mandarin and, newly this year, Portuguese).

For its second stage, Pernod Ricard focused on developing processes and tools to monitor the practices of its suppliers and to help them to devise, jointly with the affiliates, targeted action plans. The first is the Supplier CSR Commitment document, rolled out in October and also translated into five languages, through which the suppliers commit to adopting an approach that conforms to Pernod Ricard's CSR requirements. By the end of June 2014, more than 370 suppliers had signed this commitment; the copies are available on the Group's intranet. Then, the CSR Risk Mapping Tool allows the Group to map its suppliers and analyse their potential risks on CSR topics. With more than 900 suppliers analysed in this way, the approach has expanded

markedly this year. In parallel, having been successfully tested on some procurement categories, Pernod Ricard launched the wide-scale use of the EcoVadis platform, which assesses suppliers on their CSR practices. This process, which is based on collaboration, facilitates the exchange of information and makes analysis more efficient. In total, 250 suppliers have been graded using this means. An important task has also been completed in harmonising the Group's CSR audit standards. The selected standards will be used to perform CSR audits and pool them internally as well as with other manufacturers.

As regards responsible procurement, collaboration and the sharing of practices remain the key to the effectiveness of approaches and procedures. To this end, the affiliates are encouraged to share information about their own commitments and accomplishments. ♦

AN INNOVATIVE APPROACH TO PRODUCT DEVELOPMENT

How can CSR be effectively integrated into new product development, a process which is by definition long, complex, and involves numerous stakeholders? To address this issue, Ricard has, in collaboration with an agency specialising in market research and R&D, developed an effective response comprised of two tools: the first is used throughout the process to formalise the questions to be asked and, for each of them, the most pertinent spokesperson, so as to ensure that CSR is integrated at every key stage. The second identifies the product's strengths and weaknesses with regard to CSR criteria. The process has been tested as a pilot on the Bliss range – Red Bliss and Yellow Bliss, two new ready-to-drink fruit-based cocktails launched by Ricard in October 2013. The assessment, made in accordance with the CSR criteria, gave full satisfaction, in particular on two key pillars: partners and consumers.



PROMOTING LOCAL ARTISTS

Supporting and spreading the work of young Singaporean talent: that was the approach taken by Martell, in accordance with its values of development and cultural openness, when it created the ICON Award in 2010. This competition recognises the work of young local photographers. The winner's prize includes a trip to France, giving them the opportunity to become more widely known and to establish a network. Martell also exhibits their work outside of galleries, in places that are accessible to the public. For example, in 2013, Sarah Choo Jing's award-winning photographs were projected onto a big screen, thereby offering spectators a brand new experience.

TAKING A RESPONSIBLE APPROACH TOWARDS OUR STAKEHOLDERS

The Group strives to take a stance based on responsibility with regard to all of its partners and stakeholders. Its joining Transparency International France forms part of this approach. The association, which is committed to promoting transparency and integrity, works with government representatives, economic stakeholders and members of civil society to establish responsible practices. The first initiative with which the Group is involved concerns the definition of common standards with respect to lobbying. The aim of the work is to establish responsible rules, formalised by a charter tailored to the specific circumstances of each signatory company.





UNITED BY THEIR SHARED PASSION FOR HAVANA CLUB, FRANÇOIS CREATES “HAVANA CULTURA” INITIATIVES TO PROMOTE CUBAN CULTURE, WHICH PABLO IMPLEMENTS IN HIS MARKET, CHILE.



FRANÇOIS RENIE, COMMUNICATIONS DIRECTOR, HAVANA CLUB INTERNATIONAL
PABLO MIZGIER, BRAND MANAGER, PERNOD RICARD ANDES

FINANCE

PER-
FORM
IN-
FORM

The graphic features the text 'PER-FORM IN-FORM' in a bold, sans-serif font. The words 'PER-FORM' and 'IN-FORM' are stacked vertically. 'PER-FORM' is in white, with a thick orange horizontal bar underneath 'PER-'. 'IN-FORM' is in teal, with a thick white horizontal bar underneath 'IN-'. A thin black diagonal line runs from the bottom left of the 'IN-' bar to the top right of the 'FORM' in the second line. Another thin black diagonal line runs from the top right of the 'FORM' in the first line to the bottom left of the 'IN-' bar. The entire composition is set against a light orange background.

04

AMID A CHALLENGING ENVIRONMENT
IN 2013/2014, PERNOD RICARD'S
PERFORMANCES ARE IN LINE WITH
THE STATED OBJECTIVES.
THIS IS IN SPITE OF BUSINESS BEING IMPACTED
BY THE DOWNTURN IN CHINA AND A VERY
UNFAVOURABLE CURRENCY EFFECT.

The Group delivered organic growth in profit from recurring operations of +2%, without compromising on its pricing policy and whilst maintaining healthy stock levels. By launching the 'Allegro' operational efficiency project, Pernod Ricard will maximise its opportunities for future growth based on its strategic drivers: Premiumisation, Innovation and Geographic Expansion.



KENWOOD

STRENGTHENING THE WINE PORTFOLIO

IN APRIL 2014, PERNOD RICARD STRENGTHENED ITS PREMIUM WINE PORTFOLIO WITH THE ACQUISITION OF KENWOOD VINEYARDS IN CALIFORNIA. THESE WINES FROM THE SONOMA VALLEY ARE LARGELY DISTRIBUTED IN THE UNITED STATES AND IN CANADA. THIS PURCHASE REFLECTS PERNOD RICARD'S CONFIDENCE IN THE DEVELOPMENT POTENTIAL OF ITS WINE PORTFOLIO, AS WELL AS ITS AMBITIONS FOR THE UNITED STATES, THE GROUP'S LARGEST MARKET.



GILLES BOGAERT
Managing Director, Finance

MANAGING PERFORMANCE IN A CHALLENGING ECONOMIC CLIMATE

“OUR CHALLENGES ARE TO SEEK OUT
OPPORTUNITIES FOR GROWTH, TO ALLOCATE
RESOURCES PROPERLY AND TO ENSURE
EXCELLENCE IN THE IMPLEMENTATION
OF THE ALLEGRO PROJECT.”

How would you assess the outcome of the Group's performance during the 2013/2014 financial year?

Particularly in terms of profit from recurring operations?

Gilles Bogaert: In a climate that was more challenging than that of the previous year, Pernod Ricard was hit by two main issues: China and currency. Setting aside the effect of currency fluctuations and the scope of consolidation, net sales were stable and the profit from recurring operations increased by 2%. Exceptional cost control resulted in the strongest growth in operating margin for 4 years, up by 52 bps. Net profit from recurring operations is down by 3%, but up by 9% at constant exchange rates, due to a considerable drop in the cost of debt to 4.6%. Finally, net debt fell by €374 million.

What impact have fluctuations in exchange rates had?

A very unfavourable one: -€199 million, i.e. -9%, on profit from recurring operations. That is an all-time record. The vast majority of currencies have depreciated against the euro, particularly the US dollar and the currencies of various emerging countries, such as the Indian rupee, which have been hit by the macro-economic downturn in emerging countries.

What does the Allegro project aim to achieve?

The Allegro project was launched in response to the need to improve operational efficiency at a time when the economic environment was becoming more challenging, as the results for 2013/2014 show. By focusing more on our key challenges, simplifying our processes and pooling our resources, we have a greater capacity to stimulate future sales growth while increasing flexibility, a proportion of which could be reinvested in our brands and key innovations. This project will deliver savings in overheads worth €150 million over 3 years. At least 1/3 of these savings will be reinvested in marketing initiatives during 2014/2015 and 2015/2016. Implementation costs are estimated at around €180 million, with €119 million of these being posted in the 2013/2014 financial year.

Pernod Ricard has purchased Kenwood Californian wines and become the majority shareholder in Avión Spirits LLC, a super-Premium tequila producer. How do these transactions contribute to the Group's strategy?

For two years, we have been saying that we are open to making targeted acquisitions of assets which complement our existing portfolio, particularly in the USA. Both of these acquisitions are in the USA and they fulfil these criteria. Kenwood allows us to fill a strategic gap in our wine portfolio while increasing its critical size in the USA. After the initial investment we made 3 years ago, acquiring a majority shareholding in Avión⁽¹⁾ was the next logical step. With its super-Premium tequila, Avión is perfectly positioned in an attractive sector, with very promising potential for growth. Our intention is that these acquisitions should improve the group's growth profile, whilst benefiting from the synergies offered by our portfolio and distribution network.

Pernod Ricard carried out a successful bond issue amounting to €850 million over 6 years under very favourable conditions. What financial impact will this have for the Group?

Whilst addressing our liquidity needs, this issue also enables us to take advantage of exceptional financial conditions (a coupon of 2%, the lowest paid at the time by a BBB- graded Group for a euro-denominated issue). It helps to extend and spread debt maturity and to reduce the average cost of the Group's debt (4.6% in 2013/2014).

How do you account for the performance of the share price over the financial year?

Our share price increased by around 3%, but this increase is still lower than that of the CAC40 and STXE 600 Food and Beverage indices. Stock market performance was hit by the slowdown in organic growth in sales and profits (in particular in China) and by highly unfavourable currency fluctuations.

IN YOUR DAY-TO-DAY WORK, WHAT VALUES AND PRINCIPLES DO YOU TRY TO CONVEY?

My priority is to create the conditions necessary for my team members to grow as managers, by developing a strategic vision, adding value to the business and gaining leadership skills. I try to help them focus on the real issues and to have a tangible impact on how the business operates by making suggestions: of course there are some things we have to do, but what we do freestyle is what makes the difference. It seems to me that the atmosphere in which we work is also crucial, and this is reflected in my motto: work seriously without taking yourself too seriously.



What dividend will you put forward to the Shareholders' meeting? Will you be offering a stock dividend option?

The proposed dividend shall be fixed at €1.64. This will represent a distribution rate of 36.7% of net profit from recurring operations, in accordance with our distribution policy of approximately 1/3 of net profit from recurring operations.

The dividend will be offered in cash. We have reviewed the arrangements for the payment of dividends by Pernod Ricard in great detail. We have arrived at the conclusion that a stock dividend is not in the interests of the company (reduction in Earnings Per Share, adverse impact on cost of capital) and that it could present some problems for shareholders: there is no tax advantage for shareholders, issuing discounted shares results in fewer shareholders opting for the cash dividend, and disparity between shareholders which has an adverse effect on smaller shareholders who do not hold sufficient shares to be entitled to a new share.

The IT department supports the Group's current digital acceleration. What are the key stakes for this function?

Generally speaking, the Information Technology Department plays and will continue to play an increasingly crucial role in business development. The speed with which technology is evolving and the growing need to process and share information demand that IT delivers increasingly high-performance, global solutions for a range of functions. All this requires greater convergence – tools are increasingly multi-disciplinary – and the involvement of IT at the very earliest stages of a project.

What will be your priorities for 2014/2015?

Apart from driving performance in a volatile economic climate, the challenges for 2014/2015 are to seek out opportunities for growth, to allocate resources properly (advertising and promotional materials, strategic inventories and capital expenditure) and to ensure excellence in the implementation of the Allegro project. Finance and IT will be particularly involved in simplifying processes, implementing sharing initiatives and developing new collaborative platforms (Business Information Sharing, My Brands, My Portal Touch, etc.).

(1) Transaction completed during FY 2014/2015.

KEY FIGURES

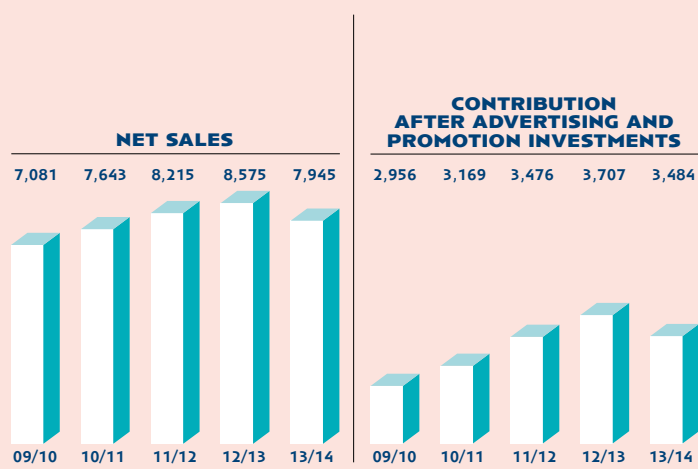
2013/2014

NET SALES

€7,945 M

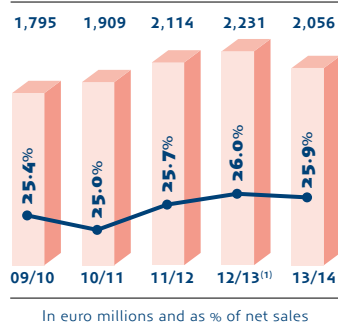
PROFIT FROM RECURRING OPERATIONS

€2,056 M

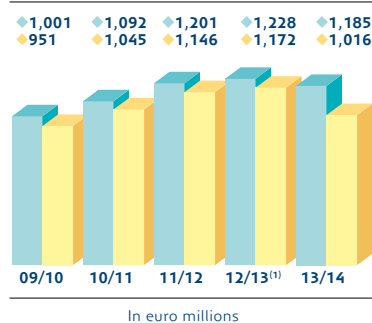


In euro millions

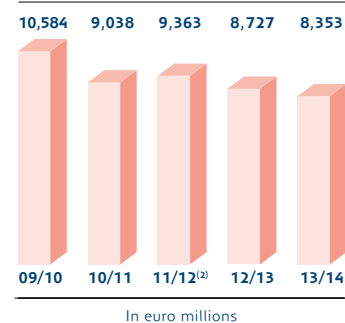
PROFIT FROM RECURRING OPERATIONS, OPERATING MARGIN



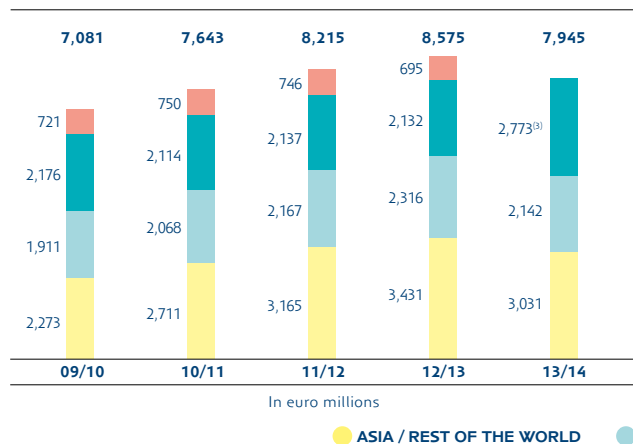
GROUP NET PROFIT FROM RECURRING OPERATIONS



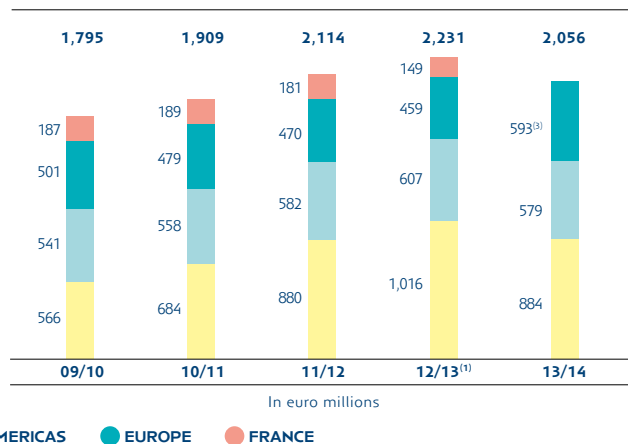
CHANGE IN NET DEBT



SALES BY REGION

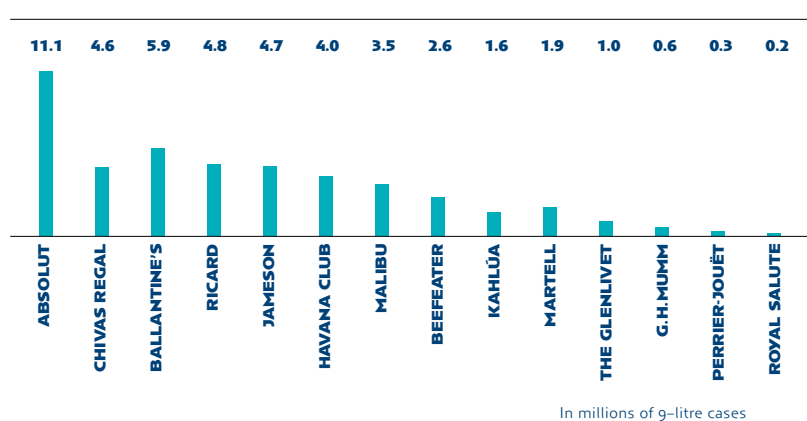


PROFIT FROM RECURRING OPERATIONS BY REGION



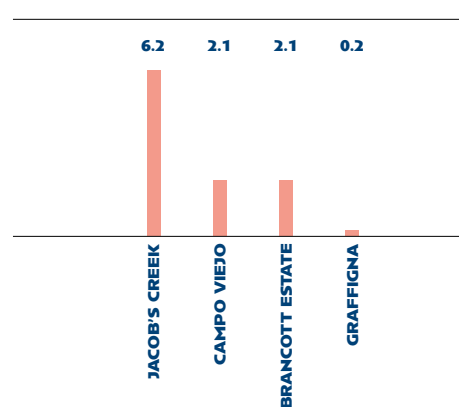
46.8 MILLION CASES SOLD

14 STRATEGIC SPIRITS AND CHAMPAGNE BRANDS ("TOP 14")



10.6 MILLION CASES SOLD

4 PRIORITY PREMIUM WINE BRANDS



(1) As from 1 July 2013, with retroactive effect from 1 July 2012, Pernod Ricard has applied the amendments to IAS 19 (Employee Benefits) as adopted by the European Union and mandatory for the Group since that date. As a result, the financial statements for financial year 2012/2013 have been restated. (2) Net debt before translation adjustment: 8,653 euro millions.

(3) France is now integrated into the Europe operating segment.

ANNUAL CONSOLIDATED BALANCE SHEET

(IN EURO MILLIONS)

ASSETS	30.06.2013 ⁽¹⁾	30.06.2014
NET AMOUNTS		
NON-CURRENT ASSETS		
INTANGIBLE ASSETS	11,780	11,542
GOODWILL	4,973	4,907
PROPERTY, PLANT AND EQUIPMENT	1,942	2,016
BIOLOGICAL ASSETS	133	150
NON-CURRENT FINANCIAL ASSETS	357	349
INVESTMENTS IN ASSOCIATES	16	15
NON-CURRENT DERIVATIVE INSTRUMENTS	59	63
DEFERRED TAX ASSETS	1,771	1,926
NON-CURRENT ASSETS	21,030	20,968
CURRENT ASSETS		
INVENTORIES AND WORK IN PROGRESS	4,484	4,861
TRADE RECEIVABLES	1,159	1,051
INCOME TAXES RECEIVABLE	27	37
OTHER CURRENT ASSETS	209	194
CURRENT DERIVATIVE INSTRUMENTS	23	26
CASH AND CASH EQUIVALENTS	597	477
CURRENT ASSETS	6,499	6,646
ASSETS HELD FOR SALE	8	2
TOTAL ASSETS	27,537	27,616

LIABILITIES AND SHAREHOLDERS' EQUITY	30.06.2013 ⁽¹⁾	30.06.2014
SHAREHOLDERS' EQUITY		
SHARE CAPITAL	411	411
SHARE PREMIUM	3,052	3,052
RETAINED EARNINGS AND CURRENCY TRANSLATION ADJUSTMENTS	6,379	7,142
GROUP NET PROFIT	1,172	1,016
GROUP SHAREHOLDERS' EQUITY	11,014	11,621
NON-CONTROLLING INTERESTS	165	157
TOTAL SHAREHOLDERS' EQUITY	11,179	11,778
NON-CURRENT LIABILITIES		
NON-CURRENT PROVISIONS	587	564
PROVISIONS FOR PENSIONS AND OTHER LONG-TERM EMPLOYEE BENEFITS	565	569
DEFERRED TAX LIABILITIES	2,924	3,041
BONDS – NON-CURRENT	6,949	6,844
NON-CURRENT DERIVATIVE INSTRUMENTS	152	85
OTHER NON-CURRENT FINANCIAL LIABILITIES	763	830
TOTAL NON-CURRENT LIABILITIES	11,940	11,933
CURRENT LIABILITIES		
CURRENT PROVISIONS	163	251
TRADE PAYABLES	1,546	1,463
INCOME TAX PAYABLE	127	56
OTHER CURRENT LIABILITIES	924	887
OTHER CURRENT FINANCIAL LIABILITIES	567	290
BONDS – CURRENT	1,001	929
CURRENT DERIVATIVE INSTRUMENTS	89	29
TOTAL CURRENT LIABILITIES	4,418	3,905
LIABILITIES RELATED TO ASSETS HELD FOR SALE	0	0
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	27,537	27,616

ANNUAL CONSOLIDATED INCOME STATEMENT

(IN EURO MILLIONS)

	30.06.2013 ⁽¹⁾	30.06.2014
NET SALES	8,575	7,945
COST OF SALES	(3,224)	(2,958)
GROSS MARGIN AFTER LOGISTICS EXPENSES	5,351	4,987
ADVERTISING AND PROMOTION EXPENSES	(1,644)	(1,503)
CONTRIBUTION AFTER ADVERTISING & PROMOTION INVESTMENTS	3,707	3,484
STRUCTURE COSTS	(1,476)	(1,428)
PROFIT FROM RECURRING OPERATIONS	2,231	2,056
OTHER OPERATING INCOME	101	60
OTHER OPERATING EXPENSES	(214)	(300)
OPERATING PROFIT	2,119	1,817
FINANCIAL EXPENSES	(579)	(561)
FINANCIAL INCOME	25	76
INTEREST (EXPENSE) INCOME	(554)	(485)
CORPORATE INCOME TAX	(374)	(305)
SHARE OF NET PROFIT/(LOSS) OF ASSOCIATES	1	0
NET PROFIT FROM CONTINUING OPERATIONS	1,191	1,027
NET PROFIT FROM DISCONTINUED OPERATIONS	-	-
NET PROFIT	1,191	1,027
INCLUDING:		
• ATTRIBUTABLE TO NON-CONTROLLING INTERESTS	19	11
• ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT	1,172	1,016
EARNINGS PER SHARE – BASIC (IN EUROS)	4.45	3.86
EARNINGS PER SHARE – DILUTED (IN EUROS)	4.40	3.82
NET EARNINGS PER SHARE FROM CONTINUING OPERATIONS (EXCLUDING DISCONTINUED OPERATIONS) – BASIC (IN EUROS)	4.45	3.86
NET EARNINGS PER SHARE FROM CONTINUING OPERATIONS (EXCLUDING DISCONTINUED OPERATIONS) – DILUTED (IN EUROS)	4.40	3.82

ANALYSIS OF BUSINESS ACTIVITY BY GEOGRAPHIC AREA

(IN EURO MILLIONS)

	30.06.2013 ⁽¹⁾	30.06.2014	ORGANIC GROWTH ⁽²⁾	
ASIA AND REST OF THE WORLD				
NET SALES	3,431	3,031	(128)	-4%
GROSS MARGIN AFTER LOGISTICS COSTS	2,120	1,848	(99)	-5%
ADVERTISING AND PROMOTION	(663)	(550)	75	-11%
CONTRIBUTION AFTER ADVERTISING AND PROMOTIONAL INVESTMENTS	1,457	1,298	(23)	-2%
PROFIT FROM RECURRING OPERATIONS	1,016	884	(31)	-3%
AMERICAS				
NET SALES	2,316	2,142	47	2%
GROSS MARGIN AFTER LOGISTICS COSTS	1,490	1,394	51	3%
ADVERTISING AND PROMOTION	(454)	(412)	10	-2%
CONTRIBUTION AFTER ADVERTISING AND PROMOTIONAL INVESTMENTS	1,036	982	61	6%
PROFIT FROM RECURRING OPERATIONS	607	579	49	8%
EUROPE ⁽³⁾				
NET SALES	2,827	2,773	47	2%
GROSS MARGIN AFTER LOGISTICS COSTS	1,741	1,745	46	3%
ADVERTISING AND PROMOTION	(527)	(541)	(24)	5%
CONTRIBUTION AFTER ADVERTISING AND PROMOTIONAL INVESTMENTS	1,213	1,204	22	2%
PROFIT FROM RECURRING OPERATIONS	607	593	17	3%
TOTAL				
	30.06.2013 ⁽¹⁾	30.06.2014	ORGANIC GROWTH ⁽²⁾	
NET SALES	8,575	7,945	(34)	0%
GROSS MARGIN AFTER LOGISTICS COSTS	5,351	4,987	(1)	0%
ADVERTISING AND PROMOTION	(1,644)	(1,503)	61	-4%
CONTRIBUTION AFTER ADVERTISING AND PROMOTIONAL INVESTMENTS	3,707	3,484	60	2%
PROFIT FROM RECURRING OPERATIONS	2,231	2,056	34	2%

(1) As from 1 July 2013, with retroactive effect from 1 July 2012, Pernod Ricard has applied the amendments to IAS 19 (Employee Benefits) as adopted by the European Union and mandatory for the Group since that date. As a result, the financial statements for financial year 2012/2013 have been restated. (2) Organic growth at constant exchange rates and scope of consolidation.

(3) France is now included in the Europe operating segment.

SHARE PERFORMANCE

2013 / 2014

AFTER 3 YEARS OF STRONG GAINS AND HAVING REACHED ITS RECORD HIGH DURING THE 2012/2013 FINANCIAL YEAR, PERNOD RICARD'S SHARE PRICE PERFORMANCE IN 2013/2014 WAS MORE SUBDUED WITH +3% GROWTH. THE SHARE PRICE WAS IMPACTED BY SLOWER ECONOMIC GROWTH IN NUMEROUS EMERGING MARKETS AS WELL AS THE WEAKENING OF CERTAIN CURRENCIES. IN 2013/2014 INVESTORS' PREFERENCE FOR CYCLICAL AND FINANCIAL STOCKS RESULTED IN A SOLID PERFORMANCE OF THE CAC 40, CLOSING THE YEAR ENDING JUNE 2014 UP +18%, WITH AN UNDERPERFORMANCE OF THE DEFENSIVE STOCKS COMPRISING THE INDEX.

PERNOD RICARD SHARE PRICE: SLIGHT ACCELERATION VERSUS 2012/2013

Against a tense macro-economic backdrop in 2013/2014, Pernod Ricard's share price recorded a moderate increase over the period (+3%), a modest improvement on 2012/2013 (+1%). Still faced with uncertainties regarding the economic outlook, both in developed and emerging markets, the financial markets showed a certain hesitation toward Pernod Ricard shares in 2013/2014. The recovery in Europe has yet to occur and the economic indicators in the United States remain mixed. The slowdown in growth in China has triggered asset allocation away from listed companies with significant exposure to this market. Separately, political instability in numerous countries around the world and the weakening of several currencies versus the euro were an exacerbating factor.

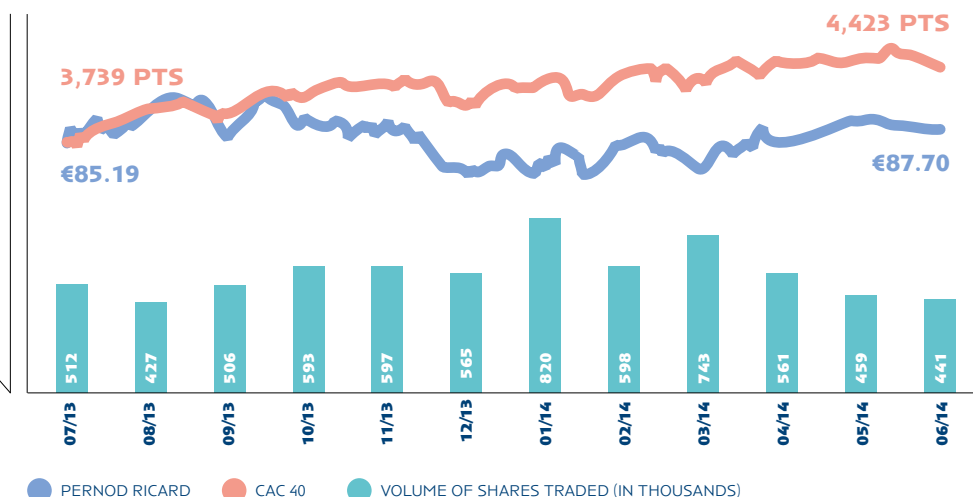
Pernod Ricard shares closed at €87.70 on 30 June 2014, representing a modest increase of +3%. Over the same period the CAC 40 was in sharp growth (+18% in 2013/2014), however the index was much less resilient over the 2011/2012 financial year (-20%).

As such, over a longer period, Pernod Ricard has posted substantially better growth than that of the CAC 40: over the past five financial years, Pernod Ricard shares have averaged an annual gain of +16%, double that of the French index. Pernod Ricard's long-term strategy, anchored in Premiumisation and innovation, is therefore its greatest attribute for sustainable value creation, despite macro-economic cycles.

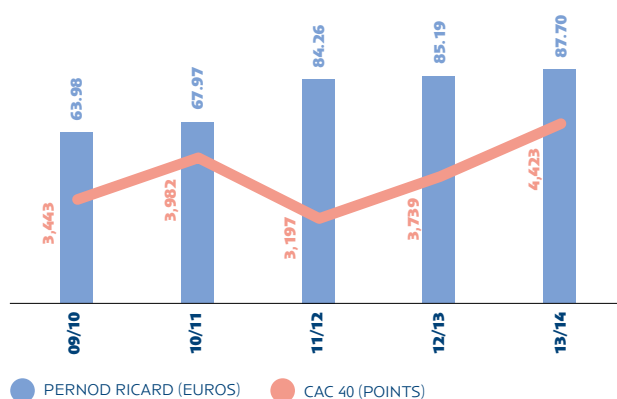
CHANGE IN THE SHARE PRICE OVER ONE YEAR IN COMPARISON
WITH THE CAC 40 INDEX; TRADING VOLUMES

+3%
PERNOD RICARD

+18%
CAC 40

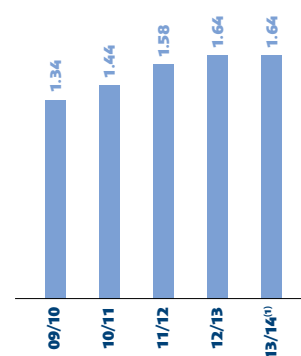


SHARE PRICE OF PERNOD RICARD AND CAC 40 OVER FIVE YEARS (AT END OF JUNE)

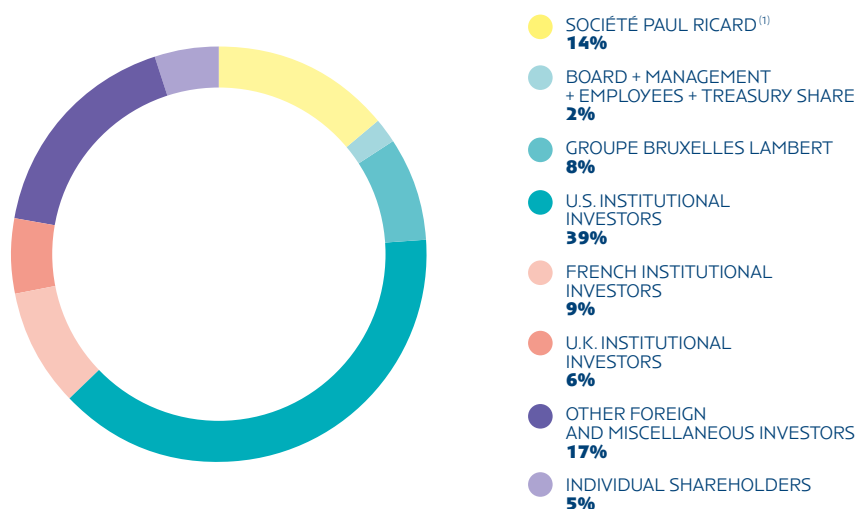


Pernod Ricard is traded on the Paris stock exchange on NYSE Euronext SA Paris Eurolist (compartment A) SRD (deferred settlement service). The Group is included in the CAC 40 index, accounting for 2% of total market capitalisation at 30 June 2014. The Pernod Ricard share is eligible for inclusion in the French share savings plan (*plan d'épargne en actions, PEA*) and for the SRD (deferred settlement service).

DIVIDEND OVER THE LAST FIVE YEARS IN EURO



BREAKDOWN OF SHARE CAPITAL AT 30 JUNE 2014



2013/2014 dividend

A dividend of €1.64 per share for the 2013/2014 financial year will be submitted for the approval of the Shareholders' Meeting of 6 November 2014. This dividend is in line with the customary policy of the Group distributing approximately one third of the net profit from recurring operations in cash. Taking into account the interim dividend of €0.82 per share paid on 8 July 2014, the final dividend payable stands at €0.82 per share and will be detached on 13 November 2014 and paid on 17 November 2014, subject to the establishment of the new settlement cycle in France scheduled for 6 October 2014. Under the current rules, any postponement of this reform would put the payment date back to 18 November 2014.

SUMMARY OF STOCK MARKET DATA

	11/12	12/13	13/14
NUMBER OF LISTED SHARES AT 30 JUNE	265,310,605	265,421,592	265,421,592
AVERAGE NUMBER SHARES (EXCEPT TREASURY SHARES) – DILUTED	265,147,554	266,352,885	265,816,388
STOCK MARKET CAPITALISATION AT 30 JUNE (€M)	22,355	22,611	23,277
GROUP NET PROFIT PER SHARE FROM RECURRING OPERATIONS – DILUTED	4.53	4.71	4.46
DIVIDEND PER SHARE	1.58	1.64	1.64 ⁽¹⁾
AVERAGE MONTHLY VOLUME OF TRADES	16,451	11,744	12,310
HIGHEST SHARE PRICE	84.26	101.15	94.83
LOWEST SHARE PRICE	56.82	81.34	78.82
AVERAGE SHARE PRICE	71.18	89.94	86.47
SHARE PRICE AT 30 JUNE	84.26	85.19	87.70

(1) Subject to the Shareholders' approval at 6 November 2014.



BOTH COMMITTED TO THE GROUP AND PROUD TO WORK FOR IT, RACHNA AND JANE WORK TOWARDS THE SAME GOAL, PERNOD RICARD'S FINANCIAL PERFORMANCE IN A CHALLENGING ECONOMIC CLIMATE.



RACHNA JINDAL, SENIOR MANAGER, FINANCE, PERNOD RICARD INDIA
JANE LI, ASSISTANT BUSINESS ANALYSIS MANAGER, PERNOD RICARD CHINA

SHAREHOLDER COMMUNICATIONS



TRUE TO ITS CONVICTIONS AND ITS ROOTS, PERNOD RICARD AIMS TO CREATE TRANSPARENT COMMUNICATION WITH ITS SHAREHOLDERS, THROUGH THE SHARING OF ITS RESULTS AND ITS KNOW-HOW. THE ACTIONS PROPOSED WITHIN CLUB PREMIUM, WHICH IS RESERVED FOR THE GROUP'S SHAREHOLDERS, ARE IN FULL COMPLIANCE WITH THIS POLICY, PROMOTING THE COMMUNICATION OF VALUES.

WITH THE AIM OF FURTHER STRENGTHENING CLOSENESS AND BOOSTING EXCHANGES, DURING THE COURSE OF SOME OF EVENTS HELD OVER THE YEAR, SHAREHOLDERS HAVE BEEN CONSULTED ON THEIR EXPECTATIONS AND PREFERENCES REGARDING COMMUNICATIONS, WITH A FOCUS ON DIGITAL.

Communications centred around education

The communications approach employed in relation to shareholders gives a clear and dynamic interpretation of the latest news and developments, the brands and the Group's results. Modernised and digitised in 2011, it is based around several tools: the website, www.pernod-ricard.com, which is intended to provide a complete and up-to-date overview of the Group, as well as the Annual Report, which reviews the balance sheet for the past year. The *Entreprendre* magazine enriches the programme by presenting perspectives on a theme, in line with the Group's leadership strategy. In order to meet the expectations of its readers, the magazine is also highly innovative; internet users are able to vote for the theme of the following issue via the publication's website.

Club Premium: accelerating transmission

Pernod Ricard has made Club Premium a key factor in strengthening its ties with shareholders. With more than 10,000 members, the club is run with a spirit of dynamism and conviviality. Its members are given access to a special website, a freephone number and email address and a number of dedicated lines of communication. During the Christmas season, they also have access to an exclusive selection of products via an online store. This year, to better meet members' expectations, the Communications Department has launched a consultation on their usage patterns in relation to

technologies and the use of information. The results will allow the Group to optimise its tools and its relationship with the members. The Club Premium provides Pernod Ricard with the opportunity to share its commitments, traditions and know-how in exclusive locations. Like every year, shareholders were offered the opportunity to visit the cellars of G.H.MUMM, Martell and Perrier-Jouët. They could also attend concerts performed by the Orchestre-Atelier Ostinato, which is supported by the Group. Furthermore, they were invited to private visits to the *"Indiens des plaines"* exhibition at the Musée du Quai Branly, to the Henri Cartier-Bresson event at the Centre Pompidou and to the Vieille-Charité convent in Marseille, which hosted the works by the winners of the Prix de la Fondation Ricard award. And finally, two evenings showcasing *"La route des vins Pernod Ricard"* ("The Pernod Ricard Wine Trail") and Pernod Ricard Prestige champagnes, organised in Paris, gave them the opportunity to learn more about the Group's brands. In addition, this year, a training event has been set up to provide guidance on interpreting the new taxation rules.



DISCOVER OTHER INFORMATION MEDIA BY PERNOD RICARD



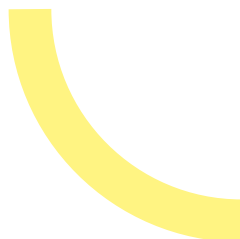
GALLERY **PERNOD RICARD AND ART**

MARCOS LOPEZ, DENIS ROUVRE, EUGENIO RECUECO, OLAF BREUNING, VEE SPEERS...
DISCOVER PERNOD RICARD'S PHOTOGRAPHY
CAMPAIGNS SINCE 2010. FLASH THIS CODE
TO EXPLORE THE ARTWORK GALLERY AND
BEHIND-THE-SCENES VIDEOS.



DIGITAL VERSION OF THE REPORT

FLASH THIS CODE TO ACCESS THE DIGITAL
VERSION OF THE ANNUAL REPORT:
COMPLEMENT YOUR READING WITH PICTURES
AND VIDEOS OF YEAR'S EVENTS, PRODUCT
INNOVATIONS, INTERVIEWS... AND TAKE A
UNIQUE QUIZ THAT WILL TURN YOU INTO A
CREATOR OF FLAVOURS.



REGISTRATION DOCUMENT

THE REGISTRATION
DOCUMENT CONTAINS
COMPLETE LEGAL, BUSINESS,
FINANCIAL AND ACCOUNTING
INFORMATION, WHICH
COMBINE TO PROVIDE AN
EXHAUSTIVE DESCRIPTION
OF PERNOD RICARD FOR
FINANCIAL YEAR 2013/2014.

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www.pernod-ricard.com



Pernod Ricard

A FRENCH PUBLIC LIMITED COMPANY
WITH SHARE CAPITAL OF €411,403,467.60

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Pernod Ricard
Créateurs de convivialité



"Diptychs" series – Vee Speers for Pernod Ricard

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