

## DUTIES PERFORMED BY THE DIRECTORS



Mr Alexandre RICARD

**Chairman of the Board and Chief Executive Officer**

45 years old  
French citizen

**Business address:**

Pernod Ricard  
12 place des États-Unis  
75116 Paris (France)

**Number of shares held on 30 June 2017:**

57,556

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

Mr Alexandre Ricard is a grandson of Mr Paul Ricard, the founder of Société Ricard.

**Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable****Within the Group**French companies

- Permanent representative of Pernod Ricard, Director of Pernod SAS and Ricard SAS
- Permanent representative of Pernod Ricard, Member of the Supervisory Committee of Pernod Ricard Europe, Middle East and Africa

Non-French companies

- Chairman of Suntory Allied Limited
- Director of Geo G. Sandeman Sons & Co. Ltd
- Director of Havana Club Holding SA
- Member of the Board of Directors ("Junta de Directores") of Havana Club International SA
- Manager of Havana Club Know-How SARL

**Outside the Group**

- Member of the Management Board of Société Paul Ricard
- Director of Le Delos Invest I
- Director of Le Delos Invest II
- Director of Bendor SA (Luxembourg)

**Offices held outside the Group that have expired over the last five years**

- Chairman & CEO of Le Delos Invest II
- Chairman & CEO of Lirix



**Mr Pierre PRINGUET**

**Vice Chairman of the Board of Directors**

67 years old  
French citizen

**Business address:**  
Pernod Ricard  
12 place des États-Unis  
75116 Paris (France)

**Number of shares held on 30 June 2017:**  
380,088

Mr Pierre Pringuet, a graduate of the École Polytechnique and the École des Mines, started his career in the French civil service. He was an advisor to government minister Michel Rocard (1981–1985), before being given responsibility for the Farming and Food Processing Industries at the Ministry of Agriculture. He joined Pernod Ricard in 1987 as Development Director, playing an active role in the Group's international development and holding the positions of Managing Director of Société pour l'Exportation de Grandes Marques (1987-1996) and then Chairman & CEO of Pernod Ricard Europe (1997-2000). In 2000, he joined Mr Patrick Ricard at the Headquarters as one of Pernod Ricard's two joint CEOs, together with Richard Burrows. He was appointed Director of Pernod Ricard in 2004 and led the successful acquisition of Allied Domecq in 2005 and its subsequent integration. In December of the same year, he became the Group's Deputy Chief Executive Officer & Chief Operating Officer.

In 2008, Mr Pierre Pringuet carried out the acquisition of Vin&Sprit (V&S) and its brand Absolut Vodka, which completed Pernod Ricard's international development. Following the withdrawal of Mr Patrick Ricard from his operational duties, Mr Pierre Pringuet was appointed Chief Executive Officer of Pernod Ricard on 5 November 2008. He performed his duties as CEO until 11 February 2015, when his term of office expired pursuant to the Company's bylaws. Mr Pierre Pringuet was President of the Association Française des Entreprises Privées (AFEP) (French Association of Private Enterprises) from June 2012 until May 2017.

Mr Pierre Pringuet has been Vice Chairman of the Board of Directors since 29 August 2012.

He holds the ranks of Knight of the Legion of Honour, Knight of the National Order of Merit and Officer of the *Mérite agricole*.

**Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable**

- Director of Iliad\*
- Director of Cap Gemini\*
- Member of the Supervisory Board of Vallourec\*
- Director of Avril Gestion SAS (Avril Group)

**Offices held outside the Group that have expired over the last five years**

- Chairman of the Sully Committee
- President of the *Association Française des Entreprises Privées* (AFEP)

\* Listed company.



Ms Nicole BOUTON

**Independent Director**

69 years old  
French citizen

**Business address:**  
Friedland Gestion  
90 avenue des Ternes  
75017 Paris (France)

**Number of shares held on 30 June 2017:**  
1,150

Ms Nicole Bouton is a graduate of the Institut d'Études Politiques in Paris. From 1970 to 1984, she held the positions of Sub-Manager and then Deputy Manager in the Central Administration function of Crédit Commercial de France. From 1984 to 1996, Ms Nicole Bouton went on to hold the positions of Deputy Manager, Manager and finally Managing Director of Lazard Frères et Cie and Lazard Frères Gestion. In 1996, she was appointed as a member of the Executive Committee of Banque NSMD (ABN AMRO France group) and became Manager responsible for Institutional and Bank Clients before being appointed a member of the Management Board in 2000. She also took up the duties of Vice Chairman of the ABN AMRO France Holding Company the same year.

She was also appointed as Chairwoman of the Management Board and then Vice Chairwoman of the Supervisory Board of Asset Allocation Advisors and Chairwoman of the Banque du Phénix, which she merged with Banque NSMD in October 1998. Ms Nicole Bouton left ABN AMRO in 2001, and in 2002 she founded Groupe Financière Centuria, which she chaired until June 2010. In this capacity, she chairs several affiliates including Financière Accréditée, which was acquired in 2006. She is also a Director of several other affiliates of Groupe Financière Centuria. At the end of June 2010, she sold her shares in Centuria and remains Chairwoman of Financière Accréditée. She was appointed Chairwoman of the Strategic Committee of Friedland Gestion, an investment management company, alongside with two new partners.

Ms Nicole Bouton has been a Director of Pernod Ricard since 2007.

#### Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable

- Chairwoman of the Strategy Committee of Friedland Gestion
- Director of AMOC (Opéra Comique)

#### Offices held outside the Group that have expired over the last five years

- Chairwoman of Centuria Capital
- Chairwoman of Centuria Luxembourg (affiliate of Centuria Capital)
- Chairwoman of Financière Centuria Asset Management (affiliate of Centuria Capital)
- Chairwoman of Centuria Accréditation (affiliate of Centuria Capital)
- Chairwoman of Financière Accréditée (affiliate of Centuria Capital)



Mr Wolfgang COLBERG

**Independent Director**

57 years old  
German citizen

**Business address:**  
CVC Capital Partners  
WestendDuo, Bockenheimer Landstrasse 24  
60323 Frankfurt am Main (Germany)

**Number of shares held on 30 June 2017:**  
1,076

Mr Wolfgang Colberg holds a PhD in Political Science (in addition to qualifications in Business Administration and Business Informatics). He has spent his entire career with the Robert Bosch group and the BSH group. After joining the Robert Bosch group in 1988, he became Business Analyst (Headquarters), and then went on to become Head of Business Administration at the Göttingen production site (1990-1993), then Head of the Business Analyst Team and Economic Planning (Headquarters) (1993-1994), before being appointed as General Manager for the Group's Turkey and Central Asia affiliate. In 1996, he was appointed Senior Vice Chairman – Central Purchasing and Logistics (Headquarters).

Between 2001 and 2009, Mr Wolfgang Colberg was Chief Financial Officer at BSH Bosch und Siemens Hausgeräte GmbH and a member of the Executive Committee. He was then Chief Financial Officer of Evonik Industries AG as well as a member of the Executive Committee between 2009 and 2013. Mr Wolfgang Colberg has been an Industrial Partner of CVC Capital Partners since 2013.

Mr Wolfgang Colberg has been a Director of Pernod Ricard since 2008.

#### Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable

- Industrial Partner, CVC Capital Partners (Germany)
- Chairman of the Board of Directors of ChemicalInvest Holding BV, Sittard (Netherlands)
- Chairman of the Board of AMSilk GmbH, Munich (Germany)
- Chairman of the Board of Efficient Energy GmbH, Munich (Germany)
- Member of the Regional Board of Deutsche Bank AG (Germany)

#### Offices held outside the Group that have expired over the last five years

- Member of the Executive Committee (CFO) of Evonik AG (Germany)
- Vice Chairman of the Board of STEAG GmbH (Germany)
- Member of the Board of THS GmbH (Germany)
- Member of the Board of Directors of Vivawest Wohnen GmbH (Germany)



Mr Ian GALLIENNE

**Independent Director**

46 years old  
French citizen

**Business address:**  
Groupe Bruxelles Lambert  
24 Avenue Marnix  
1000 Brussels (Belgium)

**Number of shares held on 30 June 2017:**  
1,000

Mr Ian Gallienne has been Managing Director of Groupe Bruxelles Lambert since January 2012.

He holds an MBA from INSEAD in Fontainebleau. From 1998 to 2005, he was Manager of the Rhône Capital LLC private equity fund in New York and London. In 2005, he founded the private equity fund Ergon Capital Partners of which he was Managing Director until 2012.

Mr Ian Gallienne has been a Director of Groupe Bruxelles Lambert since 2009, of Imerys since 2010, of SGS since 2013 and of Adidas since 2016.

Mr Ian Gallienne has been a Director of Pernod Ricard since 2012.

## Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable

- Managing Director of Groupe Bruxelles Lambert\* (Belgium)
- Director of Imerys\*
- Director of SGS SA\* (Switzerland)
- Director of Erbe SA (Belgium)
- Director of Adidas AG\* (Germany)

## Offices held outside the Group that have expired over the last five years

- Director of Lafarge SA\*
- Member of the Supervisory Board of Arno Glass Luxco SCA (Luxembourg)
- Manager of Egerton SARL (Luxembourg)
- Managing Director of Ergon Capital Partners SA (Belgium)
- Managing Director of Ergon Capital Partners II SA (Belgium)
- Managing Director of Ergon Capital Partners III SA (Belgium)
- Director of Steel Partners NV (Belgium)
- Director of Gruppo Banca Leonardo SpA (Italy)
- Member of the Supervisory Board of Kartesia Management SA (Luxembourg)
- Manager of Ergon Capital II SARL (Luxembourg)
- Director of Ergon Capital SA (Belgium)
- Director of Umicore\* (Belgium)

\* Listed company.



Mr César GIRON

**Director**

55 years old  
French citizen

**Business address:**  
Martell Mumm Perrier-Jouët  
112 avenue Kléber  
75116 Paris (France)

**Number of shares held on 30 June 2017:**  
5,587

After graduating from the École Supérieure de Commerce de Lyon, Mr César Giron joined the Pernod Ricard group in 1987 where he has spent his entire career. In 2000, he was appointed CEO of Pernod Ricard Swiss SA before becoming Chairman & CEO of Wyborowa SA in Poland in December 2003.

From July 2009, Mr César Giron acted as Chairman & CEO of Pernod until his appointment, on 1 July 2015, as Chairman & CEO of Société Martell Mumm Perrier-Jouët.

Mr César Giron is a member of the Management Board of Société Paul Ricard.

Mr César Giron is a grandson of Mr Paul Ricard, the founder of Société Ricard.

Mr César Giron has been a Director of Pernod Ricard since 2008.

#### Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable

##### Within the Group

##### French companies

- Chairman & CEO of Martell Mumm Perrier-Jouët
- Chairman & CEO of Martell & Co SA
- Chairman & CEO of Champagne Perrier-Jouët
- Chairman & CEO of G.H. Mumm & Cie S.V.C.S.
- Chairman of Domaines Jean Martell
- Chairman of Augier Robin Briand & Cie
- Chairman of Le Maine au Bois
- Chairman of Financière Moulins de Champagne
- Chairman of Spirits Partners SAS
- Director of Société des Produits d'Armagnac SA
- Director of Mumm Perrier-Jouët Vignobles et Recherches

##### Outside the Group

- Member of the Management Board of Société Paul Ricard
- Director of Le Delos Invest I
- Director of Le Delos Invest II
- Director of Bendor SA (Luxembourg)

#### Offices held outside the Group that have expired over the last five years

- Director of Lirix

# 2 CORPORATE GOVERNANCE AND INTERNAL CONTROL

Report of the Chairman of the Board of Directors of the Company



Ms Martina GONZALEZ-GALLARZA

Director

48 years old  
Spanish citizen

**Business address:**  
Pernod Ricard  
12 place des États-Unis  
75116 Paris (France)

**Number of shares held on 30 June 2017:**  
1,100

Ms Martina Gonzalez-Gallarza graduated from the Jesuit ICADE Business School in Madrid (*Licenciatura*) and holds a PhD in Marketing from the University of Valencia. She pursued her career in the academic world and held various roles in the Faculty of Business Studies at the Universitat Politècnica de València, including Manager of the Marketing Department and Head of the International Office. In 2004, she joined the Catholic University of Valencia where she held the position of Dean of the Business Studies Faculty until 2008. In November 2008, Ms Martina Gonzalez-Gallarza joined the Marketing Department where, currently as a Full Professor, she has been researching consumer behaviour (with more than 50 articles published in academic journals and more than 90 papers presented at Conventions or international Conferences) and teaches international master's programmes in Valencia (Chamber of Commerce, UV and UCV) and abroad (at the IAE in Rennes and at the IGC in Bremen (Germany)) and other professional degree programmes. She was a visiting scholar at Columbia University (New York City), at ESCP France and at the University of Sassari (Sardinia, Italy).

In addition, Ms Martina Gonzalez-Gallarza is a member of the American Marketing Association, of the Spanish and French marketing associations, as well as a member of the International Association of Scientific Experts in Tourism (AIEST).

Ms Martina Gonzalez-Gallarza has been a Director of Pernod Ricard since 2012.

## Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable

■ N/A

## Offices held outside the Group that have expired over the last five years

■ N/A



Ms Anne LANGE

Independent Director

49 years old  
French citizen

**Business address:**  
Pernod Ricard  
12 place des États-Unis  
75116 Paris (France)

**Number of shares held on 30 June 2017:**  
100

A French citizen and graduate of the Institut d'Études Politiques of Paris and of the École Nationale d'Administration (ENA), Ms Anne Lange began her career within the office of the Prime Minister as Director of the State-Controlled Broadcasting Office. In 1998, she joined Thomson as Manager of Strategic Planning before being appointed Head of the eBusiness Europe Department in 2000. In 2003, Ms Anne Lange took up the function of General Secretary of the Rights on the Internet Forum, a public body reporting to the office of the Prime Minister. From 2004 to 2014, she went on to successively hold the positions of Director of Public Sector Europe, Executive Director Media and Public Sector Operations (in the USA) and then Innovation Executive Director within the Internet Business Solution Group division at Cisco.

She is currently co-founder and CEO of Mentis, a company which develops applications and platforms in the field of connected objects and collaborates with groups on mobility solutions and management of urban spaces. She is a Director of Orange and the Imprimerie Nationale.

Ms Anne Lange has expertise in innovation and digital technology which she has developed for 20 years in both private and public sectors.

Ms Anne Lange has been a Director of Pernod Ricard since 2016.

## Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable

- Director of Orange\*
- Director of the Imprimerie Nationale\*

## Offices held outside the Group that have expired over the last five years

■ N/A

\* Listed company.  
N/A: Not applicable.



Mr Paul-Charles RICARD

Permanent representative of Société Paul Ricard <sup>(1)</sup>

Director

35 years old

French citizen

**Business address:**

Martell Mumm Perrier-Jouët

112 avenue Kléber

75116 Paris (France)

**Number of shares held by Mr Paul-Charles Ricard on 30 June 2017:**

182,226

**Number of shares held by Société Paul Ricard at 30 June 2017:**

24,579,562

Mr Paul-Charles Ricard graduated from Euromed Marseille Business School with a Master's in Management Science, and from Panthéon-Assas Paris 2 University with a Master 2 in Communications (Media Law) and a Master's in Business Law. He joined Pernod Ricard in 2008 as an Internal Auditor in the Audit and Business Development Department at the Headquarters. In 2010, Mr Paul-Charles Ricard was appointed G.H. Mumm International Brand Manager at Martell Mumm Perrier-Jouët before being appointed Group Innovation Manager.

Mr Paul-Charles Ricard is a grandson of Mr Paul Ricard, the founder of Société Ricard.

He has been the permanent representative of Société Paul Ricard (Director of the Board of Pernod Ricard) since 29 August 2012.

**Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable**

- Chairman of Le Delos Invest III (Société Paul Ricard)
- Member of the Supervisory Board of Société Paul Ricard (Mr Paul-Charles Ricard)

**Offices held outside the Group that have expired over the last five years**

- N/A

(1) Unlisted company, shareholder of Pernod Ricard.

N/A: Not applicable.



Mr Gilles SAMYN

**Independent Director**

67 years old  
Belgian and French citizen

**Business address:**  
CNP  
Rue de la Blanche Borne 12  
B-6280 Loverval (Belgium)

**Number of shares held on 30 June 2017:**  
1,000

Mr Gilles Samyn holds a Commercial Engineering degree from the Université Libre de Bruxelles (ULB) – Solvay Business School, in which he held academic and scientific roles from 1969 to 2016. He began his professional career as a consultant at the Mouvement Coopératif Belge before joining Groupe Bruxelles Lambert in 1974. In 1983, after one year as an independent advisor, he joined Groupe Frère Bourgeois where he is now Managing Director.

Mr Gilles Samyn has been a Director of Pernod Ricard since 2014.

## Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable

- Chairman of the Board of Transcor Astra Group SA (Belgium)
- Chairman of Cheval Blanc Finance SAS
- Chairman of the Board of Helio Charleroi Finance SA (Luxembourg)
- Managing Director of Domaines Frère-Bourgeois SA (Belgium)
- Managing Director of Frère-Bourgeois SA (Belgium)
- Managing Director of Erbe SA (Belgium)
- Director of Groupe Bruxelles Lambert SA\*, (GBL) (Belgium)
- Director of Pargesa Holding SA\* (Switzerland)
- Member of the Supervisory Board of Métropole Télévision (M6) SA\*
- Director of AOT Holding Ltd (Switzerland)
- Director of Banca Leonardo SpA (Italy)
- Manager of Sienna Capital SARL (Luxembourg)
- Permanent Representative of Compagnie Immobilière de Roumont SA, Director of Bss Investments SA (Belgium)
- Permanent Representative of Société des Quatre Chemins SA, Managing Director of Carpar SA (Belgium)
- Permanent Representative of Société des Quatre Chemins SA, Chairman of Fibelpar SA (Belgium)
- Alternate Director of Cheval des Andes SA, ex-Opéra Vineyards SA (Argentina)
- Chairman of Compagnie Immobilière de Roumont SA (Belgium)
- Chairman of Compagnie Nationale à Portefeuille SA (Belgium)
- Chairman of Europart SA (Belgium)
- Chairman of the Board of Filux SA (Luxembourg)
- Managing Director of Financière de la Sambre SA (Belgium)
- Chairman of the Board of Finer SA, ex-Erbe Finance SA (Luxembourg)

## Offices held outside the Group that have expired over the last five years

- Chairman and Permanent Representative of Société des Quatre Chemins SA, Director of ACP SA (Belgium)
- *Commissaris* of Agesca Nederland NV (Netherlands)
- Permanent Representative of ACP SA, Director of Antwerp GAZ Terminal NV (Belgium) Vice Chairman of APG/SGA SA\* (Switzerland)
- Director of Belgian Ice Cream Group NV (Belgium)
- Chairman of Belgian Sky Shops SA (Belgium)
- Managing Director of Carpar SA (Belgium)
- Director of Carsport SA (Belgium)
- Vice Chairman of Compagnie Nationale à Portefeuille SA (Belgium)
- Director of Entremont Alliance SAS
- Managing Director of Fibelpar SA (Belgium)
- Managing Director of Fingen SA (Luxembourg)
- Chairman of Groupe Jean Dupuis SA
- Chairman of International Duty Free SA, ex-Distripar SA (Belgium)
- Chairman of Newcor SA (Belgium)
- Permanent Representative of Société des Quatre Chemins SA, Managing Director of Compagnie Nationale à Portefeuille SA, ex-Newcor SA (Belgium)
- Director of Société Générale d’Affichage SA (Switzerland)
- Director of Newtrans Trading SA (Belgium)
- Managing Director of Safimar SA (Belgium)
- Managing Director of SCP SA (Luxembourg)
- Chairman of the Board of Segelux SA, ex-Gesecalux SA (Luxembourg)
- Manager of Sodisco SARL
- Chairman of Solvayschoolsalumni ASBL (Belgium)
- Director of Starco Tielen NV (Belgium)
- Member of the Investment Committee of Tikehau Capital Partners SAS

\* Listed company.



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- Manager of Gosa SDC (Belgium)
  - Permanent Representative of Frère-Bourgeois SA, Manager of GBL Energy SaRL (Luxembourg)
  - Director of Grand Hôpital de Charleroi ASBL (Belgium)
  - Managing Director of Investor SA (Belgium)
  - Chairman of the Board of Directors of Kermadec SA (Luxembourg)
  - Managing Director of Loverval Finance SA, ex-Compagnie Nationale à Portefeuille SA (Belgium)
  - *Commissaris* of Parjointco NV (Netherlands)
  - Director of Société Civile du Château Cheval Blanc
  - Managing Director of Société des Quatre Chemins SA (Belgium)
  - Director of Stichting Administratiekantoor Frère-Bourgeois (Netherlands)
  - Chairman of Swilux SA (Luxembourg)
  - Manager of Astra Oil Company LLC (AOC) (United States)
  - Director of Astra Transcor Energy NV (ATE) (Netherlands)
  - Chairman of TAGAM AG (Switzerland)
  - Chairman of Worldwide Energy Ltd AG (Switzerland)
  - Director of Transcor East Ltd (Switzerland)
  - Director of TTR Energy SA (Belgium)
  - Chairman of Unifem SAS
  - Director of Fidentia Real Estate Investments SA (Belgium)
  - Permanent Representative of Société des Quatre Chemins SA, Director and Chairman of ACP SA
  - Chairman of Groupe Flo SA\*
  - Chairman of Financière Flo SAS
  - Director of Belholding Belgium SA (Belgium)
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\* Listed company.



**Ms Kory SORENSON**  
**Independent Director**

48 years old  
British citizen

**Business address:**  
Pernod Ricard  
12 place des États-Unis  
75116 Paris (France)

**Number of shares held on 30 June 2017:**  
1,000

Ms Kory Sorenson, a British citizen born in the United States, has made her career in finance, with a focus on capital and risk management. She holds a Master's degree in Corporate Finance and the International Capital Markets from the Institut d'Études Politiques de Paris, a Master's degree in Applied Economics from the University of Paris Dauphine and a Bachelor of Arts degree with honours in Political Science and Econometrics from the American University of Washington, D.C. In 2013, she completed the Harvard Business School's executive education programme, "Making Corporate Boards More Effective", and in 2016 she completed another executive programme at INSEAD, "Leading from the Chair". Ms Kory Sorenson held the position of Managing Director, Head of Insurance Capital Markets at Barclays Capital in London, where her team conducted innovative transactions in capital management, mergers and acquisitions, as well as equity transactions, hybrid capital and risk management for major insurance companies. She previously led the team in charge of the financial markets, specialising in insurance, at Credit Suisse and the team in charge of debt markets for financial institutions in Germany, Austria and the Netherlands at Lehman Brothers. She began her career in investment banking at Morgan Stanley and in finance at Total.

Ms Kory Sorenson is currently Director and President of the Audit Committee of SCOR SE (listed on the Paris stock exchange), and member of the Boards of life and non-life reinsurance affiliates in the United States, Director and President of the Compensation Committee of Phoenix Group Holdings (listed in Great Britain), member of the Supervisory Board of UNIQA Insurance Group AG (listed in Austria), Director of Aviva Insurance Limited in Great Britain and member of the Supervisory Board of Bank Gutmann, a private bank in Austria. She is a member of Women Corporate Directors (Paris chapter).

Ms Kory Sorenson has been a Director of Pernod Ricard since 2015.

**Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable**

- Director of Phoenix Group Holdings\* (Great Britain)
- Director of SCOR SE\*
- Director of SCOR Global Life Americas Reinsurance Company (United States)
- Director of SCOR Global Life USA Reinsurance Company (United States)
- Director of Aviva Insurance Limited (Great Britain)
- Member of the Supervisory Board of UNIQA Insurance Group AG\* (Austria)
- Member of the Supervisory Board of Château Troplong Mondot
- Member of the Supervisory Board of Bank Gutmann (Austria)

**Offices held outside the Group that have expired over the last five years**

- Director of Institut Pasteur (non-profit foundation)



**Ms Veronica VARGAS**  
**Director**

36 years old  
Spanish citizen

**Business address:**  
Pernod Ricard  
12 place des États-Unis  
75116 Paris (France)

**Number of shares held on 30 June 2017:**  
6,820

Ms Veronica Vargas received a MEng degree in Industrial Engineering from the "Escuela Técnica Superior de Ingenieros" (Seville, Spain) and completed her degree in France at École Centrale Paris (ECP).

Ms Veronica Vargas started her professional career at the beginning of 2007 at Société Générale Corporate & Investment Banking in Paris as part of the "Strategic and Acquisition Finance" team. She joined the London team in 2009, where she continues to be involved in advising clients on all aspects related to the optimisation of their capital structure, as well as executing strategic transactions to support clients' key business needs, including acquisitions, spin-offs, share buybacks, and other strategic transactions.

Ms Veronica Vargas is a great-granddaughter of Mr Paul Ricard, the founder of Société Ricard, and has been a permanent representative of Rigivar SL Company, a member of the Supervisory Board of Société Paul Ricard since 2009.

Ms Veronica Vargas has been a Director of Pernod Ricard since 2015.

**Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable**

- Permanent representative of Rigivar SL, member of the Supervisory Board of Société Paul Ricard

**Offices held outside the Group that have expired over the last five years**

- N/A

\* Listed company.  
N/A: Not applicable.



Mr Sylvain CARRÉ

**Director representing the employees**

51 years old  
French citizen

**Business address:**  
Pernod Ricard  
12 place des États-Unis  
75116 Paris (France)

Mr Sylvain Carré joined the Pernod Ricard group in 1988 at its affiliate Pernod as a highly skilled worker in the fields of distillation and new products. In 1993, he was appointed Bottling Line Supervisor. Since 2012, he has been Production Team Manager at Pernod's Thuir facility.

Mr Sylvain Carré has been a Director representing the employees since the Board of Directors' meeting of 21 January 2014 following his nomination by the Group Committee (France) on 2 December 2013.

**Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable**

■ N/A

**Offices held outside the Group that have expired over the last five years**

■ N/A



Mr Manousos CHARKOFTAKIS

**Director representing the employees**

47 years old  
Greek citizen

**Business address:**  
Pernod Ricard  
12 place des États-Unis  
75116 Paris (France)

**Number of shares held on 30 June 2017:**  
50

Mr Manousos Charkoftakis joined the Pernod Ricard group in 1998 as an employee of Pernod Ricard Hellas, its Greek affiliate. In 2002, he was appointed Area Sales Manager for Crete and the Aegean Islands. He holds a Master's degree in Business Administration and he is also a member of the Greek Management Association.

Mr Manousos Charkoftakis has been a Director representing the employees since the Board of Directors' meeting of 21 January 2014 following his election by the European Works Council on 28 November 2013.

**Offices and main functions held outside the Group on 30.06.2017 or at the date of resignation where applicable**

■ N/A

**Offices held outside the Group that have expired over the last five years**

■ N/A

The Directors hold no other employee positions in the Group, with the exceptions of: Mr César Giron, Chairman & CEO of Martell Mumm Perrier-Jouët; Mr Paul-Charles Ricard (permanent representative of Société Paul Ricard, member of the Board), Group Innovation Manager at Martell Mumm Perrier-Jouët; and the Directors representing the

employees (namely Mr Sylvain Carré and Mr Manousos Charkoftakis), who respectively hold the positions of Production Team Manager at Pernod and Area Sales Manager for Crete and the Aegean Islands at Pernod Ricard Hellas.

N/A: Not applicable.