



Pernod Ricard Asia

ASIA CONFERENCE

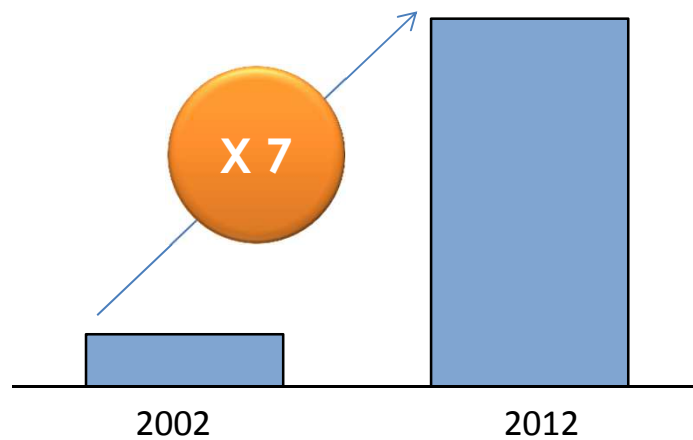


March 21st, 2013

Incredible Success Story Over a Decade

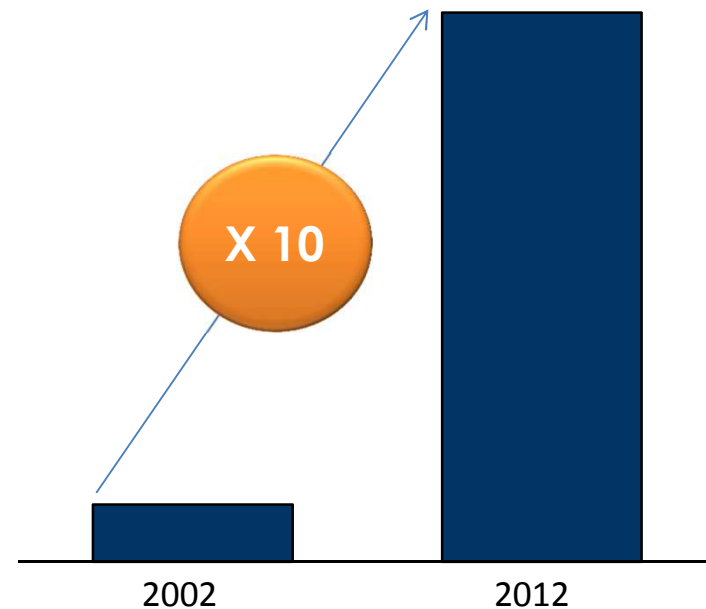
Since Acquisition of Seagram's Business $\times 10$ in 10 years

Net Sales



Index 100 in 02

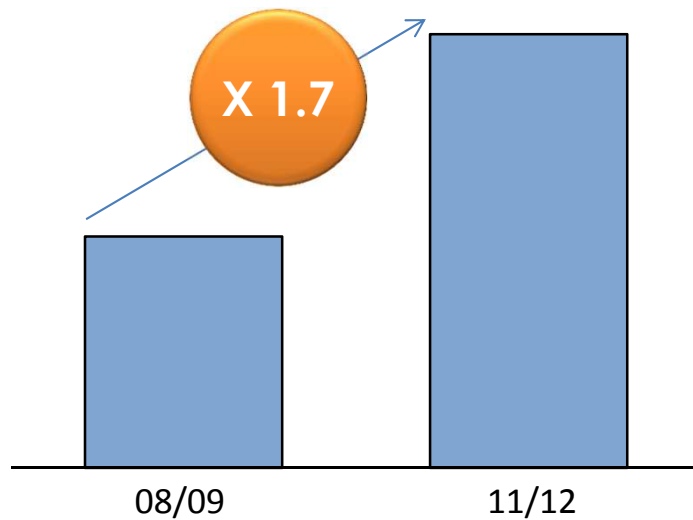
Business Profit



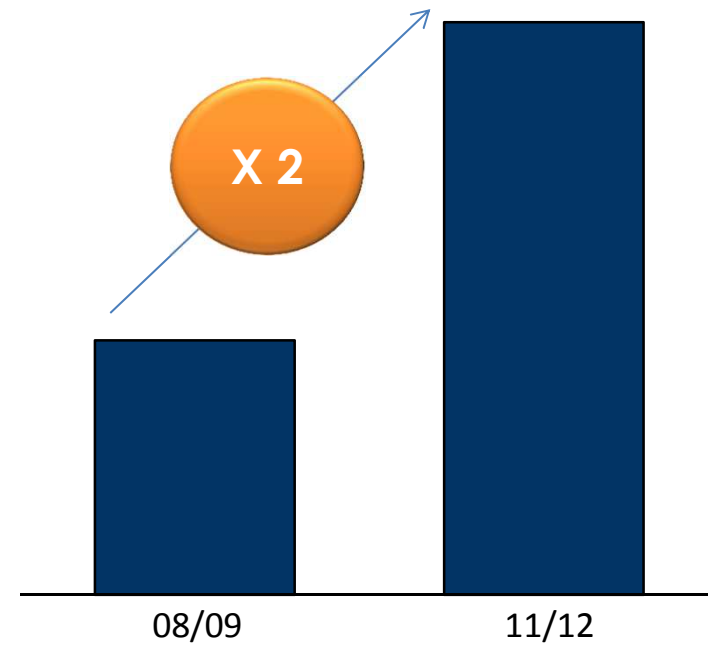
Sustained Momentum

Business $\times 2$ in 3 years

Net Sales



Business Profit



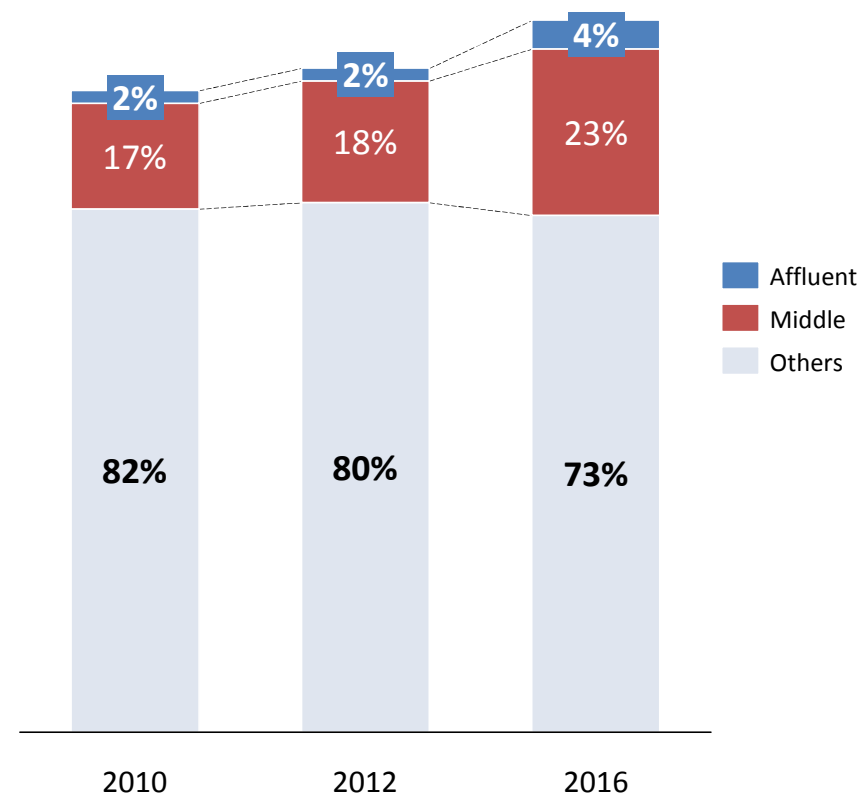
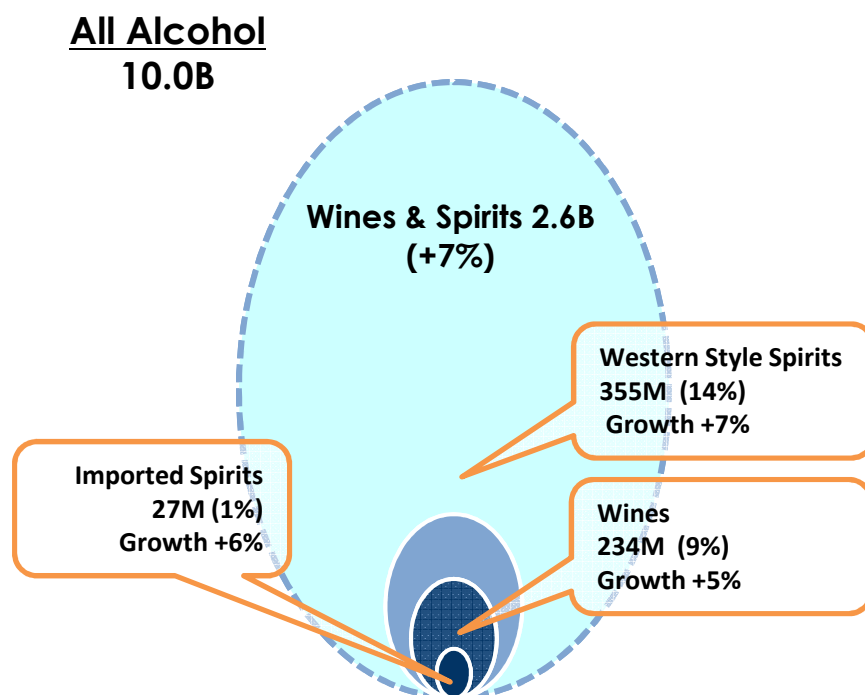
Index 100 in 08/09

Just the Beginning

Huge untapped potential in Asia

Growing Western Style Spirits but still small share of total alcohol consumed

Growing MAC population



Unit: 9L case
Growth: 2012F vs 2011
% Based on Wines & Spirits

Source:

1. IWSR Pernod Ricard Market View
2. All alcohol include beer, spirits, wine and cider in domestic and DF markets
3. Western style spirits/wine include imported and local spirits and wines in domestic and DF markets
4. Imported spirits/wine include imported spirits and wines in domestic and DF markets

Source: IHS Global Insight 2013

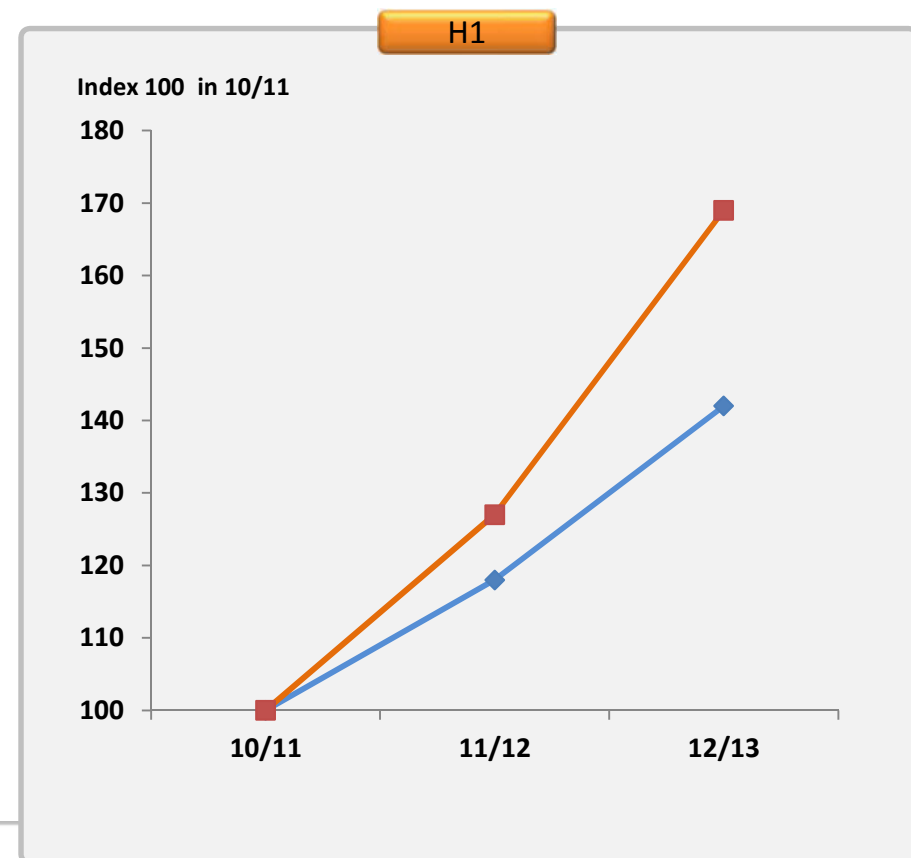
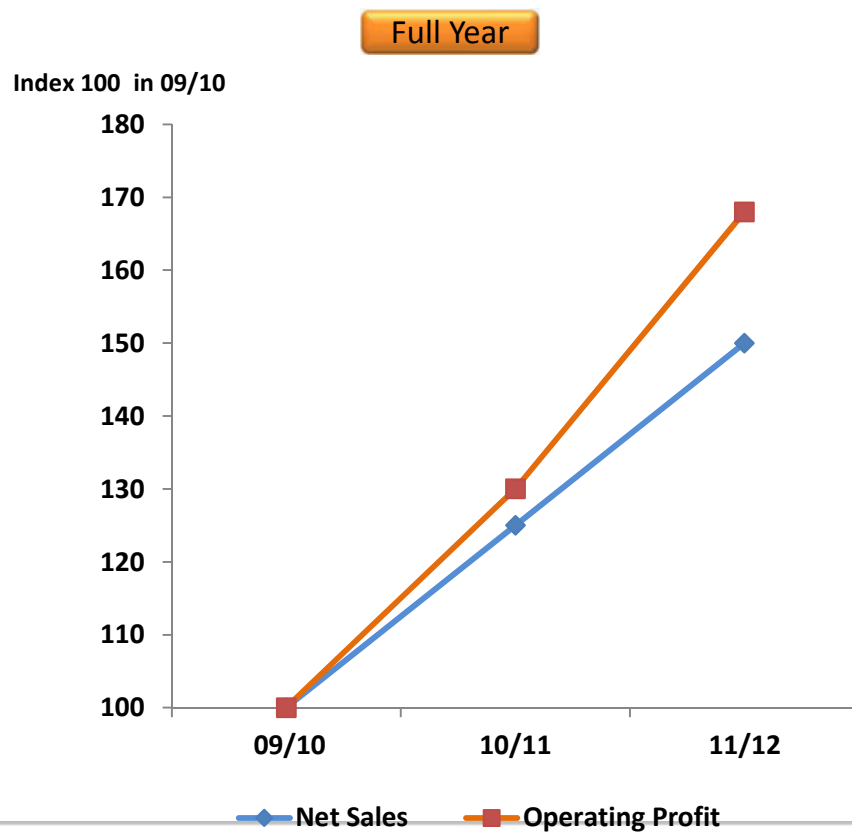
** Affluents : household income PPP > \$80K
Upper Middle Class: \$50k-80k
Lower Middle Class: \$20k-50k
Others: <\$20k

H1 Confirmed this Potential

Despite

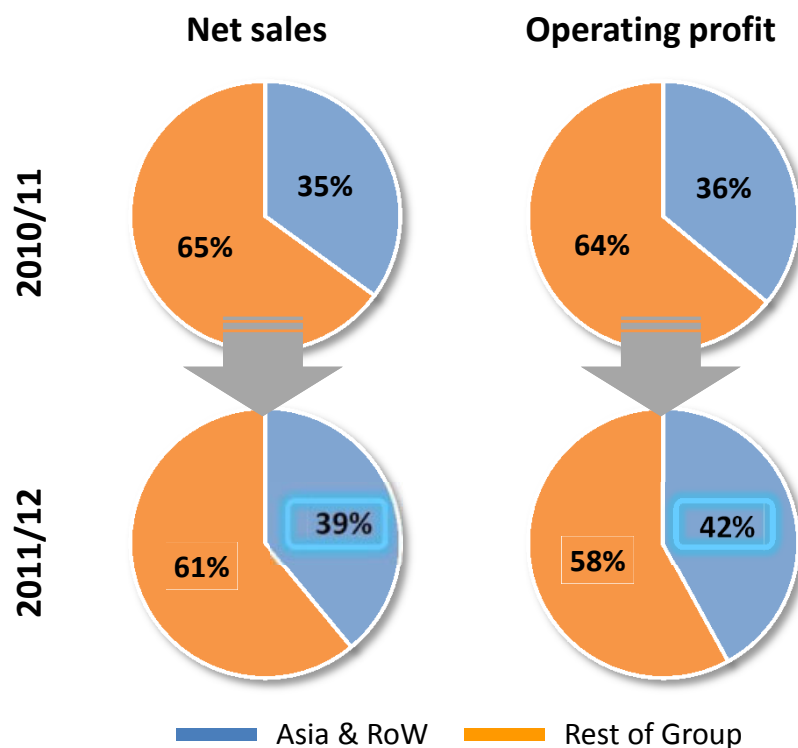
- ✓ more challenging environment
- ✓ high comparatives with record H1 12

Great performance again



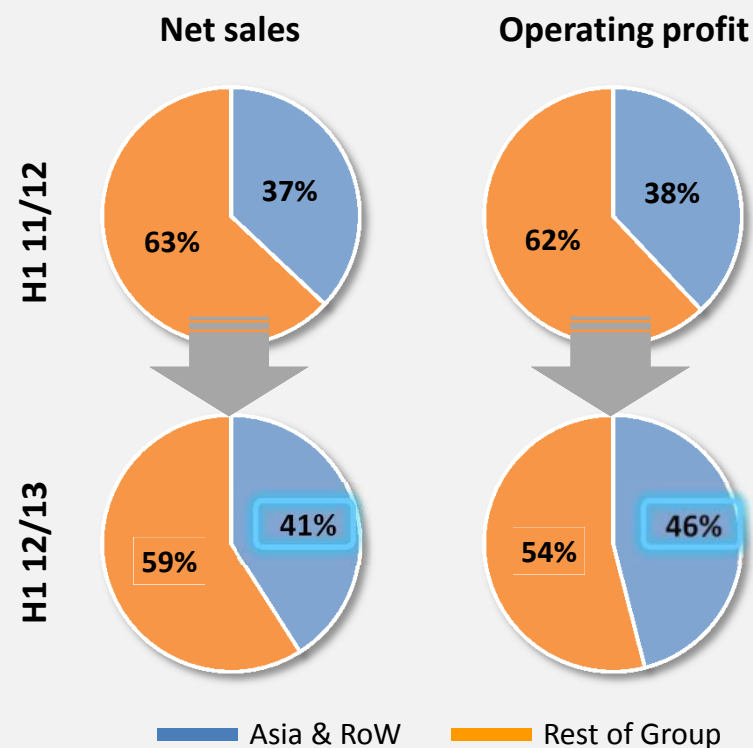
Within Pernod Ricard

Full Year



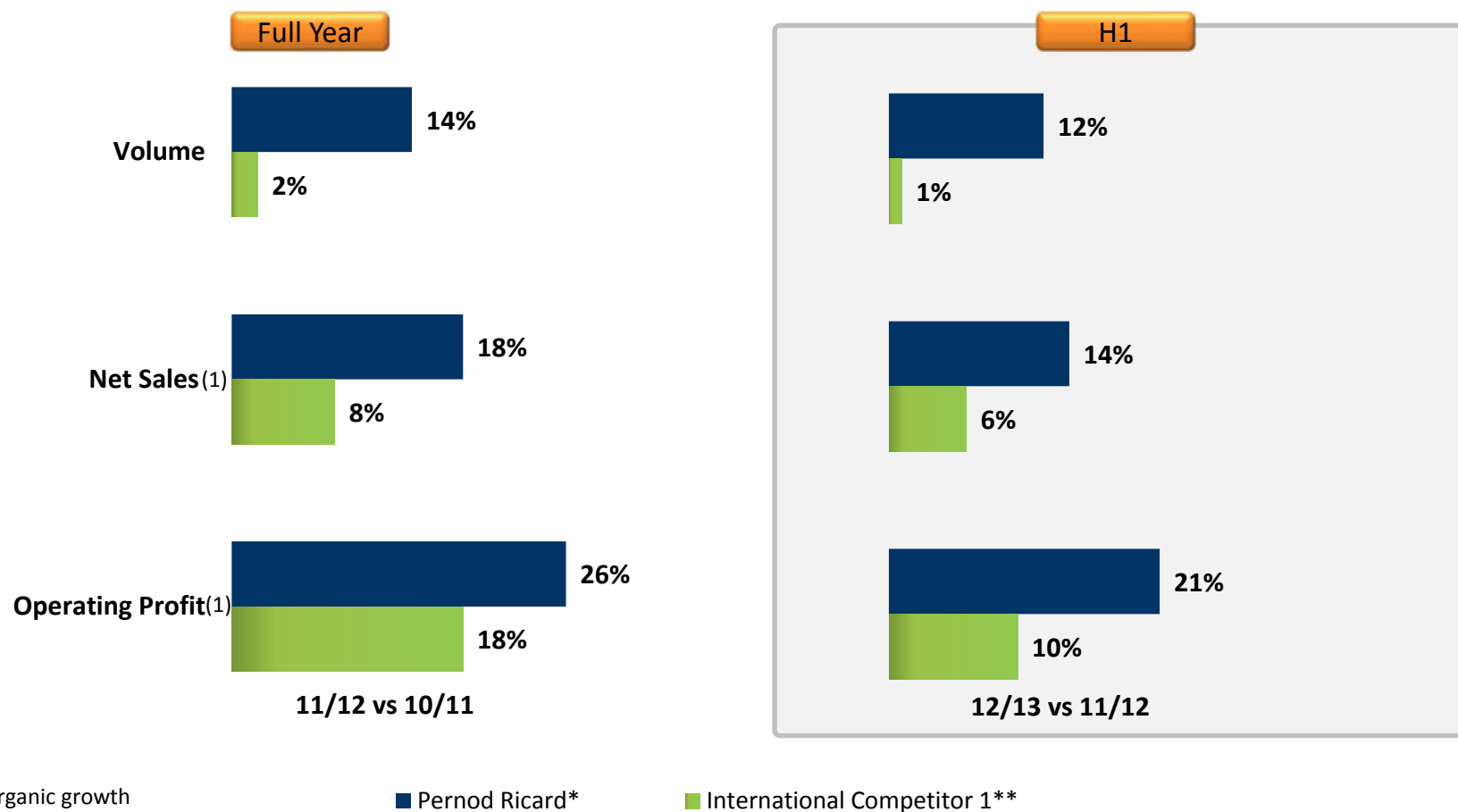
Asia represented 82% of sales within Asia & RoW in 11/12

H1



Asia represented 83% of sales within Asia & RoW in H1 12/13

Versus Competition



Source: * Pernod Ricard Asia figures only,

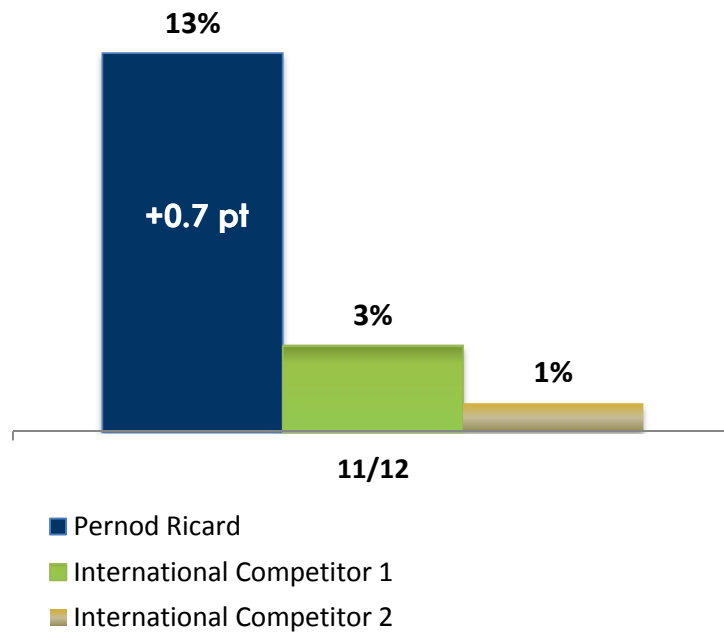
** International Competitor 1 Asia Pacific reported figures

Leading International Player in Asia

Volume Market Share

Western Style Spirits

Full Year



Source: Pernod Ricard Market Estimate, Dec 2012
Pernod Ricard Asia perimeter

Relative Size

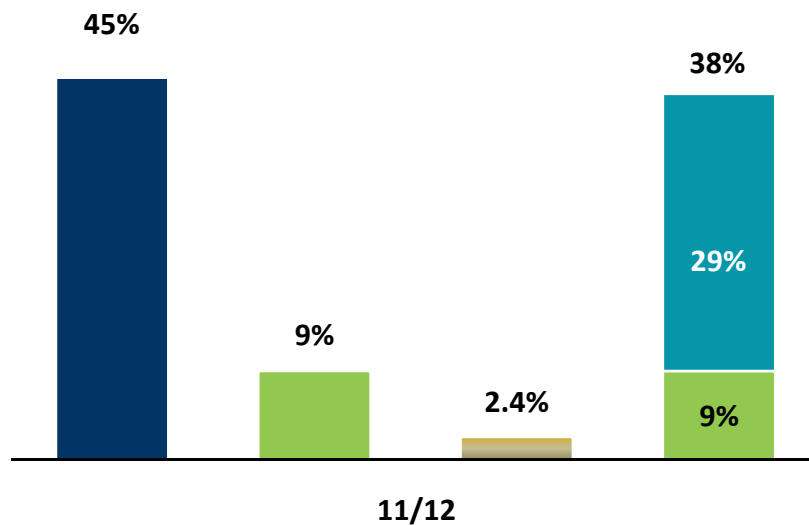
H1



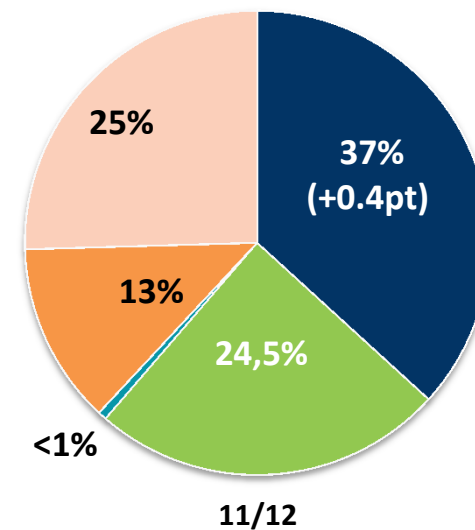
Source: * Pernod Ricard Asia figures only
** International Competitor 1 Asia Pacific reported figures

Leading Premium+ Player in Asia

Volume Market Share Premium+ Western Style Spirits



Volume Market Share Super Premium+ *



■ Pernod Ricard
■ Local Competitor 1
■ Others

■ International Competitor 1
■ International Competitor 2

Source: Pernod Ricard Market Estimate, Dec 2012
Pernod Ricard Asia perimeter

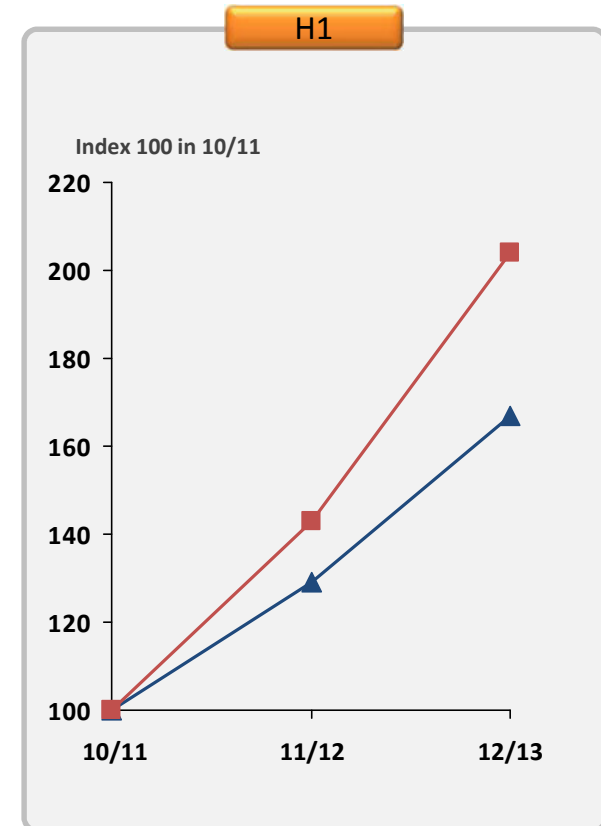
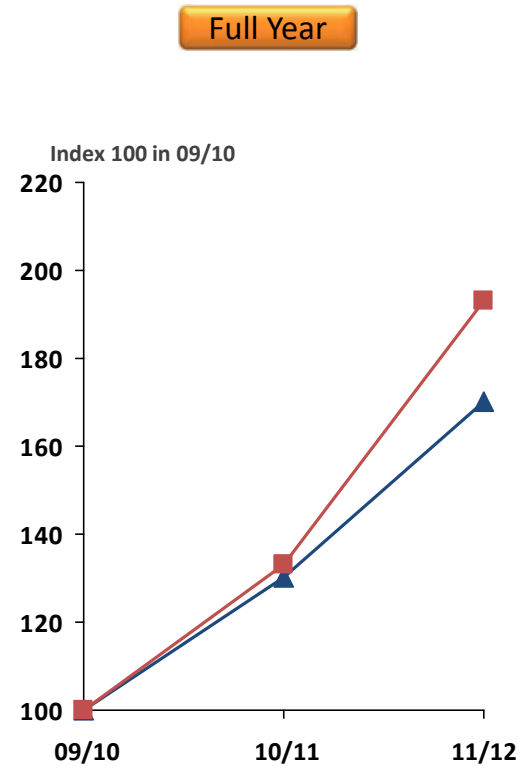
* Super Premium+ > \$26

Undisputed Leader in China



2nd largest Pernod Ricard Market. Market Position: No. 1

Market Share Volume Imported Spirits	10/11	11/12
Pernod Ricard	44%	44%
International Competitor 1	20%	21%
International Competitor 2	14%	13%



Source: Pernod Ricard Market Estimate, Dec 2012

▲ Net Sales ■ Operating Profit

Undisputed Leader in China



Large scale consumer and trade events



PR China Trade Fair gives brand new experience to 670 China wholesalers about our strong product portfolio.



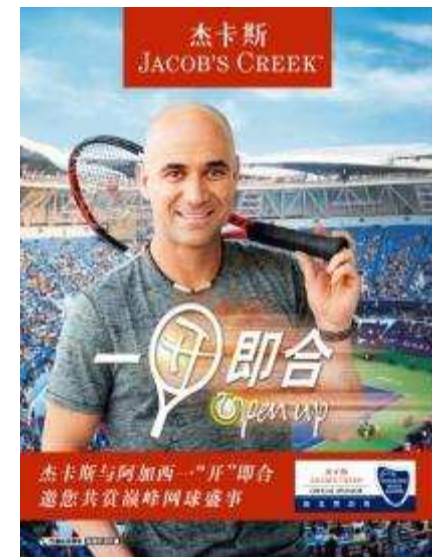
CHIVAS COLLECTIVE inspirational space Grand Opening in Shanghai amazes guests with the national premiere of Chivas Regal 25 short film DEJAVU directed by Wong Kar-wai.



Martell Cordon Bleu invites VIPs, trade partners and celebrities to enjoy the centenary finale celebration.



Ballantine's BMW Masters 2012 sponsorship in Shanghai, winner Peter Hanson celebrates with a rare bottle of Ballantine's 30 Year Old.



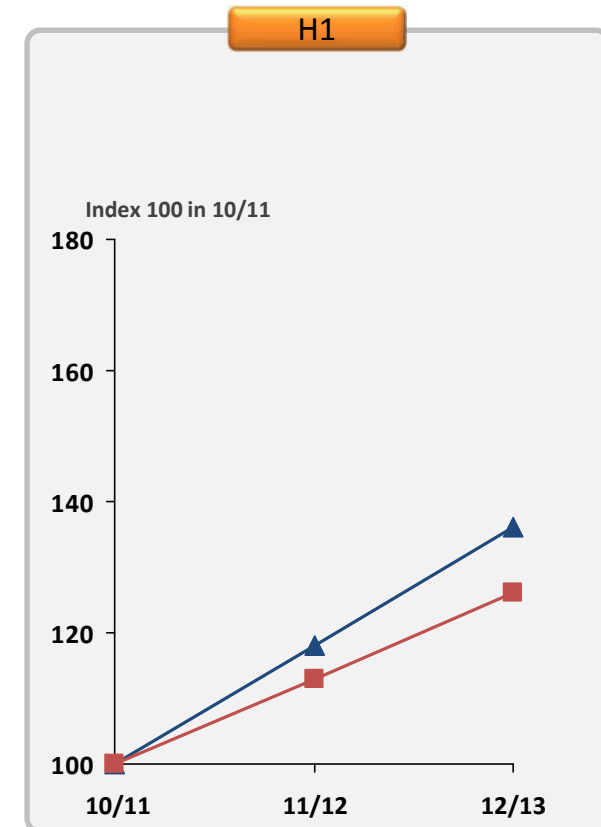
Jacob's Creek's "2012 Shanghai ATP Masters 1000" sponsorship in China.

Profit Leader in India



5th Largest Pernod Ricard Market - No.1 in operating segments

Market Share Volume Operating Segments	10/11	11/12
Pernod Ricard	43%	43%
Local Competitor 1	42%	41%
International Competitor 1	1%	1%



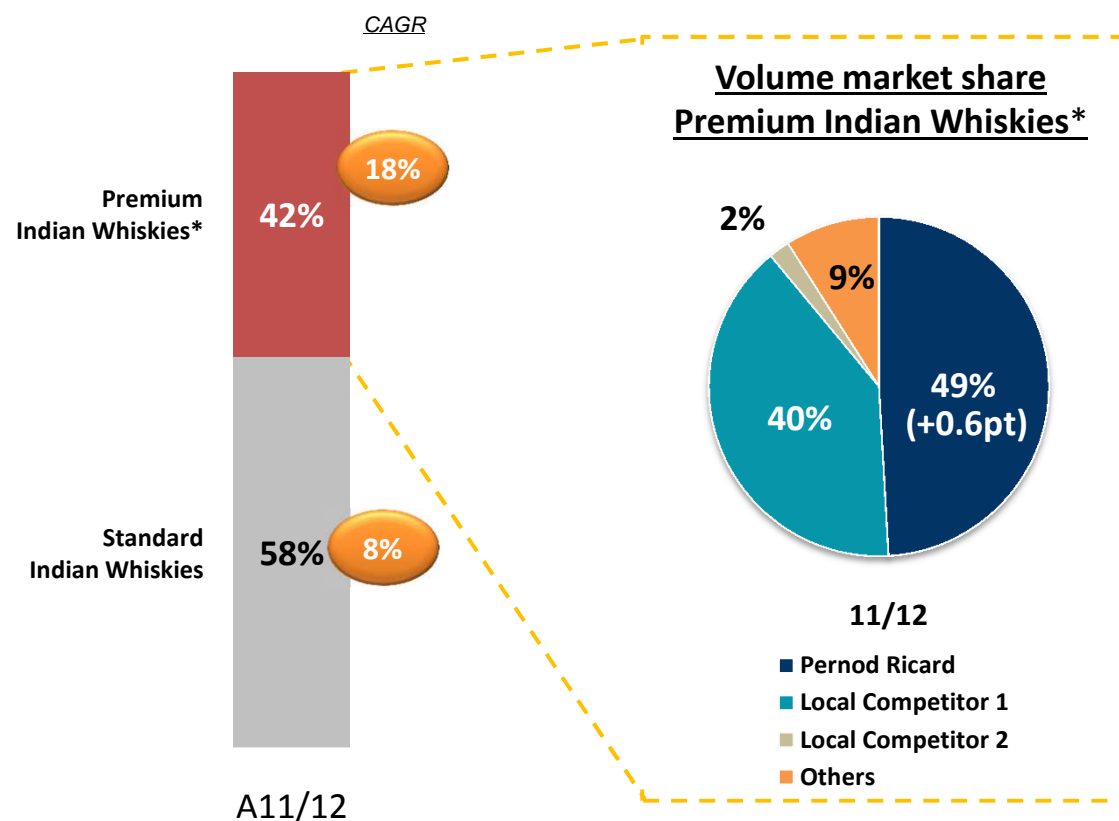
Source: Pernod Ricard Market Estimate, Dec 2012

—▲— Net Sales —■— Operating Profit



Profit Leader in India

Strong and expanding leadership in most potential Segment



	PRI	Local Comp. 1
Vol.	100	405
Net Sales	100	207
Operating Profit	100	97

Index H1 12/13

Source: Pernod Ricard Market Estimate,
Dec 2012

* Premium Indian Whiskies > \$7 USD



Profit Leader in India

Top-notch marketing campaigns for local and global brands



Royal Stag Large® Short Films launch India's first collaborative feature film created by more than 100 aspiring short film makers.



Blenders Pride hosts the 10th **Blenders Pride Fashion Tour** across 6 cities, becoming a marquee event for Indian fashion community.



The Royal Salute Maharaja of Jodhpur Golden Jubilee Cup, in its 4th year, continues to show its commitment to king of sports.



100 PIPERS 12Yo launched and brand supported ATL with local creative.



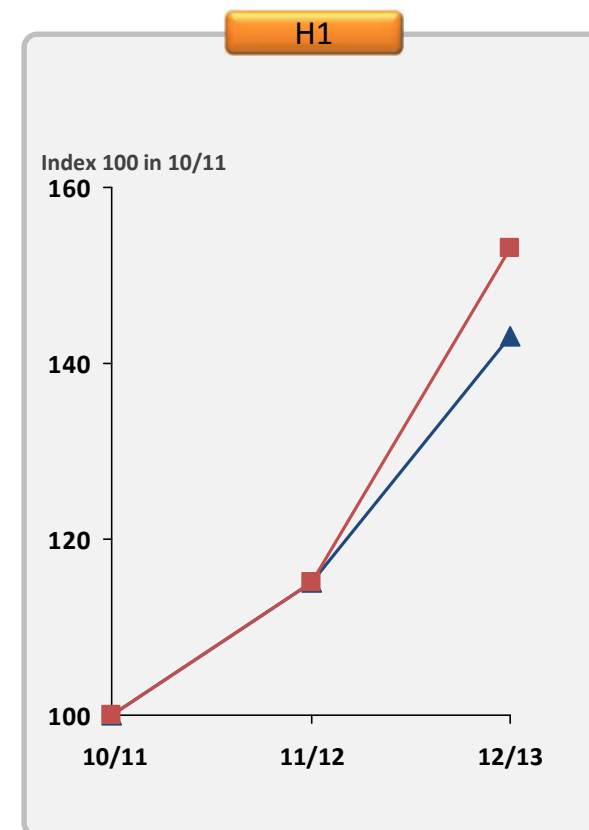
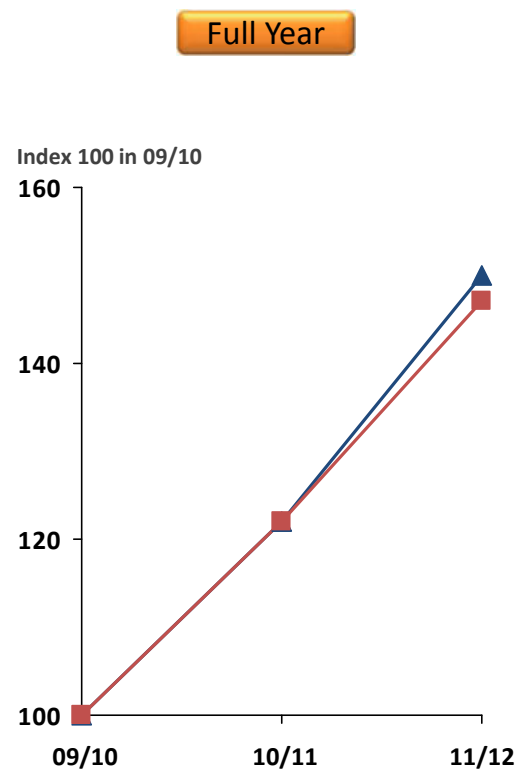
ABSOLUT collaborates with renowned author Vikram Seth to create a collection of 3 unique art-pieces – **ABSOLUT SETH.**



Distant Leader in Duty Free

Strong showcase leverage

Market Share Volume Imported Spirits	10/11	11/12
Pernod Ricard	35%	34%
International Competitor 1	25%	25%
International Competitor 2	7%	8%



Source: Pernod Ricard Market Estimate, Dec 2012

—▲ Net Sales —■ Operating Profit

Pernod Ricard Asia

Distant Leader in Duty Free

Impactful dramatization of new launches



Eye-catching display of **Chivas Brothers' Blend** attracts travelers to experience this new whisky exclusively to travel retailers.



Ballantine's Championship - highly interactive campaign with cutting-edge technology attracts travelers in various Asia airports.



The launch of **Martell XO Exclusive Architect Edition**, designed by French architect Christian de Portzamparc.



Martell – launch of **Martell Millésime 1968**, a rare single eau-de-vie exclusively sold in Duty Free.



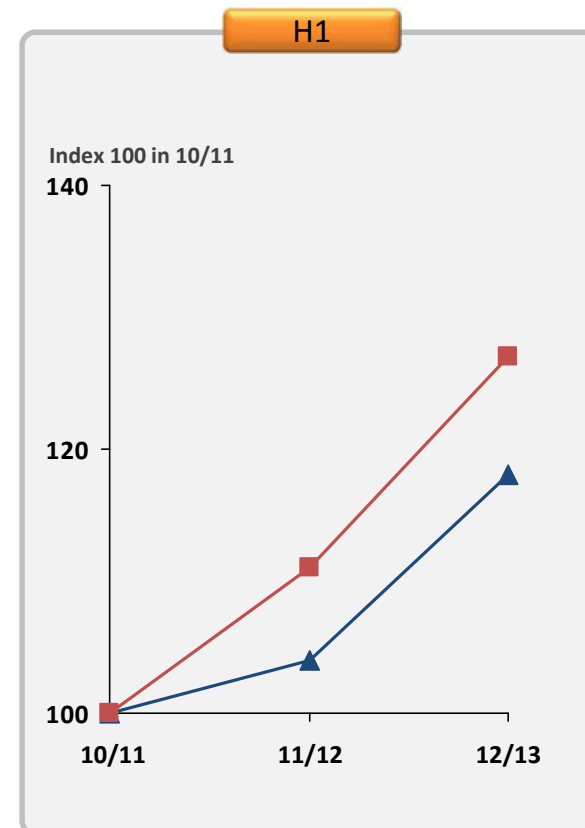
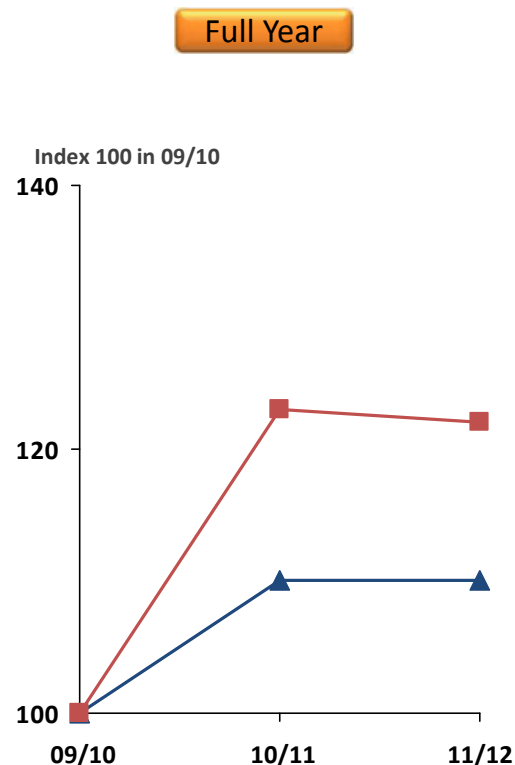
ABSOLUT launches a stylish display for travel - retail exclusive **ABSOLUT EXPOSURE** in Singapore Changi International Airport.



Back to Leader in Korea

Regaining leading position in Whisky and developing Absolut into the No. 1 International Spirit Brand. MAT >100K Cs

Market Share Volume Whisky	H1 11/12	H1 12/13
Pernod Ricard	34%	40%
International Competitor 1	41%	36%
Local Competitor 2	14%	14%



Source: Pernod Ricard Market Estimate, Dec 2012

—▲— Net Sales —■— Operating Profit



Back to Leader in Korea

Impactful product launches and local CSR initiatives



Ballantine's introduces **Ballantine's 17 Mitonduff Limited Edition**, the third signature distillery limited edition in Korea. Heavily supported by ATL, BTL and local market collaborations.



ABSOLUT 's continued success in **MOT** - including the launch of **ABSOLUT UNIQUE** to key opinion leaders.



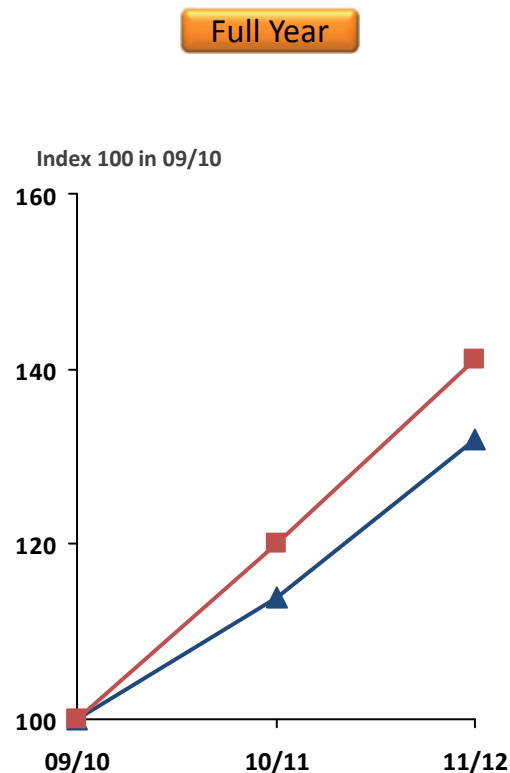
Launch of **Imperial Korea City Limited Editions** with unique label design to depict **CSR programs** for each city. Driven by employees and marketed locally.



Well Established Leader in Japan

Delivering growth and maintaining No.1 position

Market Share Volume Imported Spirits		
	10/11	11/12
Pernod Ricard	22%	22%
International Competitor 1	14%	14%
International Competitor 2	2%	2%



Source: Pernod Ricard Market Estimate, Dec 2012

—▲— Net Sales —■— Operating Profit

Well Established Leader in Japan



Local innovation and collaboration



Chivas X - a unique chilled cocktail with fresh ginger targets whisky highball drinkers in Japan.



Café de Paris cooking class opinion leader activation and launch of new Lemon flavor



Perrier-Jouët invites 150 media and VIPs to celebrate the launch of **Perrier-Jouët Belle Époque Florale Edition** by **Makoto Azuma** in the international launch event in Tokyo.



Jacob's Creek Kotobuki Wines — a tailor-made sushi wine endorsed and created by a leading Japanese sushi chef for a unique dining experience.

Solid growth on core business

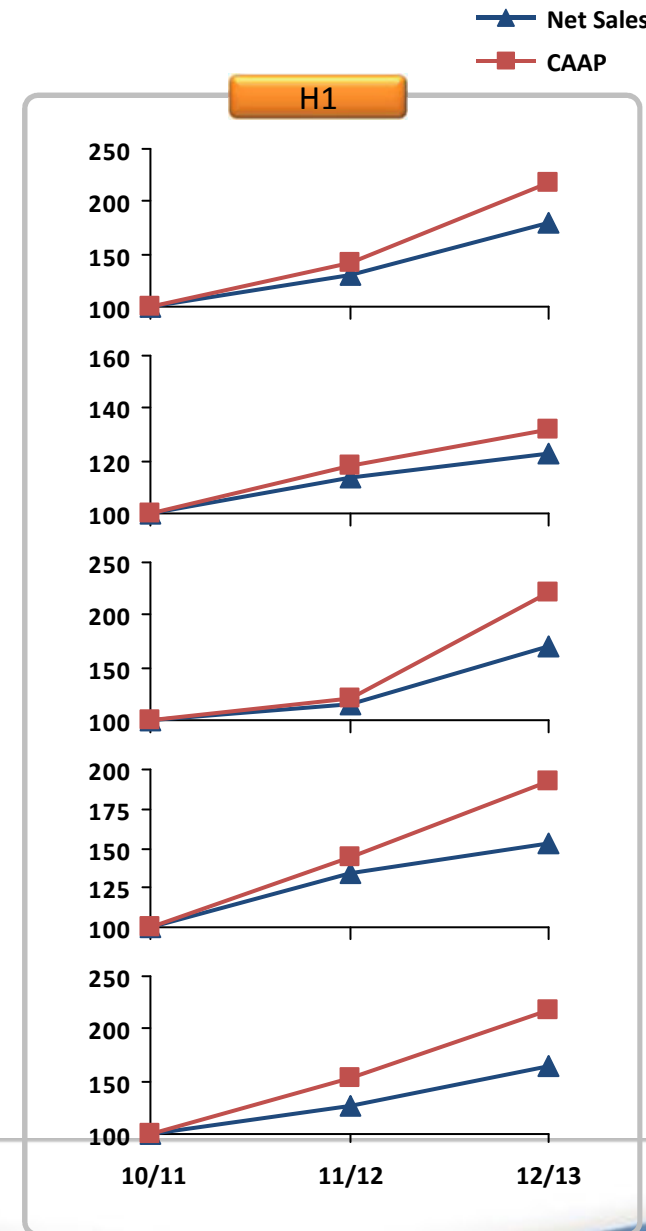
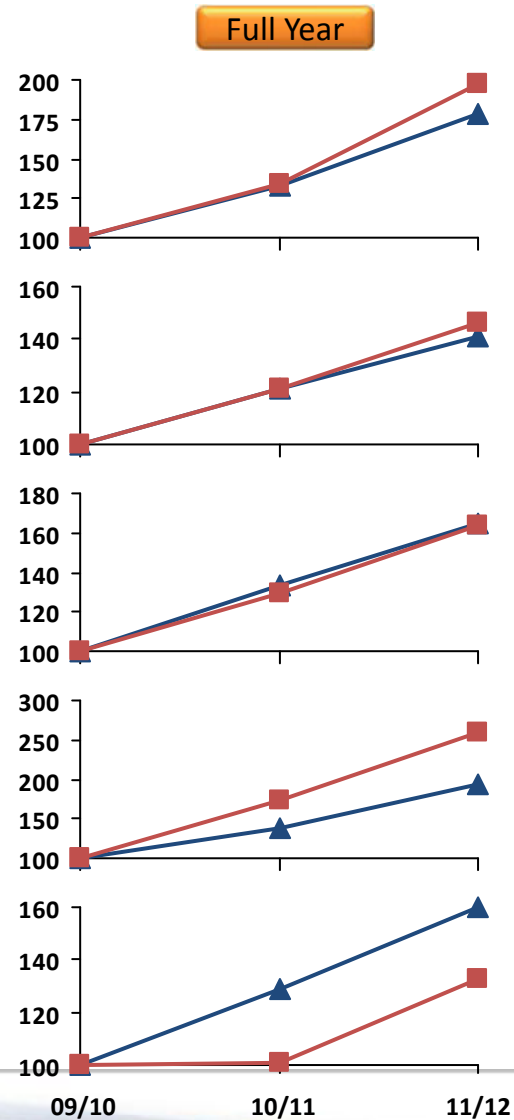
MARTELL

TOP 14 SCOTCH

ABSOLUT

CHAMPAGNE

JACOB'S CREEK



Martell



Martell Noblige partners with key Chinese influencers to demonstrate the new elegance spirit.



MARTELL XO "Rise Above" TVC directed by James Gray is broadcasted across 30 cities in China.



Martell Cordon Bleu's 100 charity gala dinner series with Malaysia's authoritative charitable organization - Yayasan Nanyang raises funds and contributes to the Chinese community.



Martell celebrates the 100th anniversary with outstanding retail display to in the Duty Free area in Taiwan, Malaysia, Singapore and Hong Kong airports.

Top 14 Scotch



Ballantine's invites Liu Xuan, the Chinese Olympic gym champion to unveil **Ballantine's 40 Years Old** during the PR China Trade Fair.



The Glenlivet activates an integrated marketing campaign in Taiwan led by a new TVC, and the unique aroma is fully utilized across traditional and digital touch-points to drive consumer appealing.



Chivas Regal honors Oscar winning actor Sir Ben Kingsley in the **Chivas 25 Legends Dinner in Dubai**, celebrated by over 250 prominent leaders of Dubai's business and media communities.



Royal Salute unveils **The Royal Salute Limited Edition Diamond Jubilee Bottle** at its Grand Launch in Taipei's National Chiang Kai-shek Memorial Hall to impress 50 VIPs from the HNW circle.

Absolut



ABSOLUT partners with renowned Chinese designer Xander Zhou to introduce **ABSOLUT ELYX** in a Shanghai launch party.



ABSOLUT invites Ambassador Bex Almqvist to introduce **ABSOLUT ELYX** to media in Taiwan.



ABSOLUT PARC Thailand, a huge pop-up activation at **Siam** brings the brand to life through **music and art**.



ABSOLUT partners with creative pioneer ARTSYFACT in Singapore to showcase limited edition **ABSOLUT UNIQUE** in a special installation made up of up-cycled materials.



ABSOLUT collaborates with 7 Thai artists to unveil **ABSOLUT UNIQUE GALLERY** and exhibit their distinctive art pieces inspired by their selected ABSOLUT UNIQUE bottles.

Champagne/Wine



GH Mumm 'Modern on-trade focus in China including the launch of the LTO 'Golden' bottle.



Café De Paris 'café booth' at Nail Expo Tokyo. Over **50K 'Nail artists'** attended – key influencer tribe for CDP along with **advertising blitz at Shinjuku Station** in Tokyo.



Perrier Jouet Le Diner En Blanc in Singapore the 'Chic Picnic' attended by nearly 1000 people



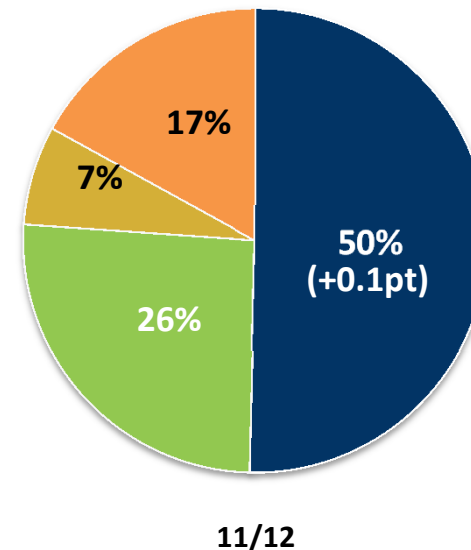
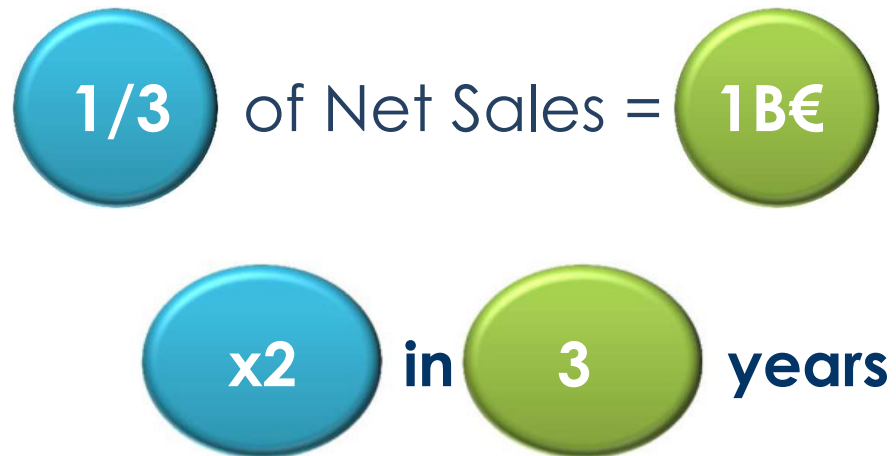
St. Hugo unveils in PR China Trade Fair and demonstrates to 200 VIPs the brand legacy.

- ✓ Premiumization
- ✓ Innovation
- ✓ Excellence
- ✓ People / Culture

Premiumization Evolving into Affordable Luxurization

Leader in Prestige+

Volume market share Prestige+ *



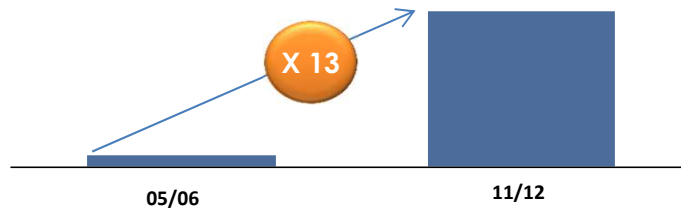
■ Pernod Ricard ■ International Competitor 1
■ International Competitor 2 ■ Others

Source: Pernod Ricard Market Estimate, Dec 2012

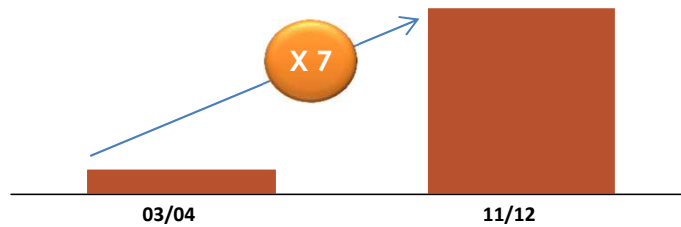
•Prestige+ total includes Spirits/Champagne > \$84

Delivering Tangible Results

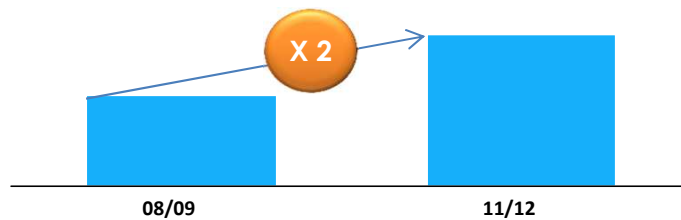
Vol.



Martell Noblige



Chivas Regal 18Yo



ABSOLUT Original

Leading To New Successes



Martell Chanteloup Perspective



Chivas Brothers Blend



ABSOLUT Elyx

VISION

Shaping Our Future

LEADERSHIP



INNOVATION

- ✓ **LEADING BRANDS**
- ✓ **GREAT LEADERS**
- ✓ **EXCELLENCE**

- ✓ **UNTAPPED TERRITORIES**
- ✓ **NEW INITIATIVES**



Pernod Ricard Asia

THANK YOU

