

# Laurent Lacassagne, Chairman and CEO

A row of 15 different liquor bottles is displayed against a blue background featuring a faint world map silhouette. The bottles are arranged in a single line, each with its own reflection on the surface below. From left to right, the bottles are: Absolut Vodka (white bottle), Malibu (white bottle with orange label), Ricard (orange bottle), Beefeater (white bottle with red label), Jameson (green bottle), Kamoa (yellow bottle), Martell (dark bottle with red label), The Glenlivet (green bottle), a bottle with a green label and red ribbon, a bottle with a green label and white ribbon, a bottle with a blue label, a bottle with a white label, a bottle with a yellow label, a bottle with an orange label, and a bottle with a white label and a 'G' logo.

## Laurent Lacassagne, Chairman & CEO Pernod Ricard Europe

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**1988:** joins Pernod Ricard as Internal Auditor

**1990:** Finance and Administration Director, Besserat de Bellefon

**1991:** Finance and Administration Director, Cusenier

**1994:** Finance and Administration Director, SEGM  
(today Pernod Ricard Europe)

**1997:** Chief Financial Officer, Pernod Ricard Group

**2003:** Chairman and CEO, Orlando Wyndham, Australia

**2006:** Chairman and CEO, Pernod Ricard, Pacific Region

**2008:** Chairman and CEO, Pernod Ricard Europe

***Responsible for Europe (excluding France and Ireland),  
Middle East and Africa***

# Agenda

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Strong track record of growth

Differentiated strategy and action plans

Pernod Ricard way forward

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Strong track record of growth

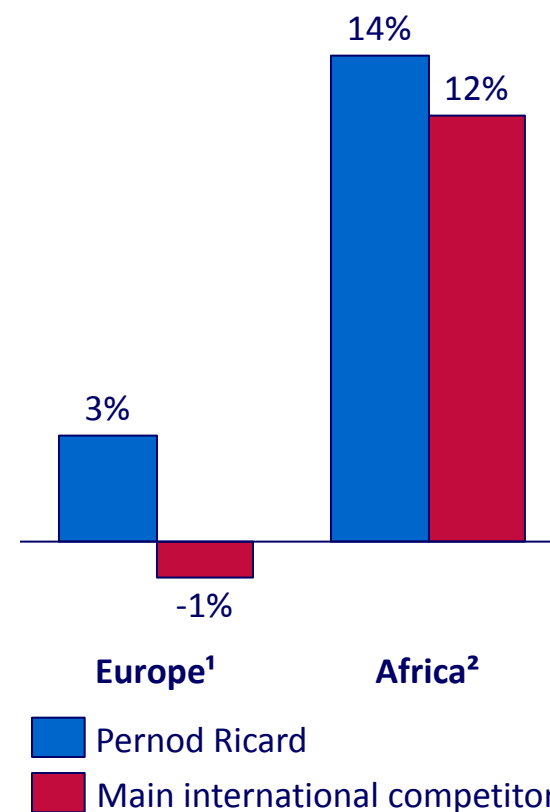
Differentiated strategy and action plans

Pernod Ricard way forward









# Delivering strong results in the region and outperforming main international competitor

Net Sales Organic Growth	9 months 2010/11	9 months 2011/12	
	Total	Total	Top 14 Brands
<b>EMEA (excl. France and Ireland)</b>	<b>+1.9%</b>	<b>+4.1%</b>	<b>+6.3%</b>
➤ Europe (excl. France and Ireland)	+0.7%	+3.2%	+5.0%
➤ Middle East & Northern Africa	+15.8%	+13.8%	+14.3%
➤ Africa	+21.8%	+13.7%	+20.5%

## 9 months results ending March'12



## Top 14 brands continue to grow and strengthen their leadership

Brand	Net Sales Growth <sup>1</sup>	Position in category <sup>2</sup>	Category
	+5%	1	Vodka premium
	+17%	1	Whisky Scotch Super Premium
	-2%	2	Whisky Scotch Premium
	5%	1	Gin Premium Plus
	+18%	2	Whisky Non-scotch Premium
	-1%	1	Rum Premium Plus
	+6%	1*	Liqueurs
	+25%	4	Whisky Scotch Malt Super Premium Plus
<b>Top 14</b>	<b>6%</b>		



## Continually improving Route To Market to remain best-in-class



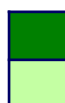
RTM review in 2011/12





## Significant growth in Eastern and Central European markets contrasted by the decline in crisis-hit Western Europe

	Total Whisky MAT 2012/11	Total Vodka MAT 2012/11	Total Rum MAT 2012/11
	Vol Evol. (%)	Vol Evol. (%)	Vol Evol. (%)
<b>Western Europe</b>			
Spain	-8.0%	-3.3%	-7.4%
UK	-1.6%	+1.1%	-2.8%
Italy	-3.5%	+0.9%	-4.7%
<b>Central Europe</b>			
Germany	+6.6%	+4.1%	+13.1%
Switzerland	-0.7%	+3.7%	+11.6%
<b>Eastern Europe and Africa</b>			
Russia	+30.3%	+11.6%	+35.5%
Ukraine	+71.3%	-	-
Poland	+32.7%	-1.4%	-
Turkey	+28.9%	+10.6%	-
South Africa	+9.8%	-	+2.4%



&gt; 6%

Between 2% and 6 %



Between -2% and 2%

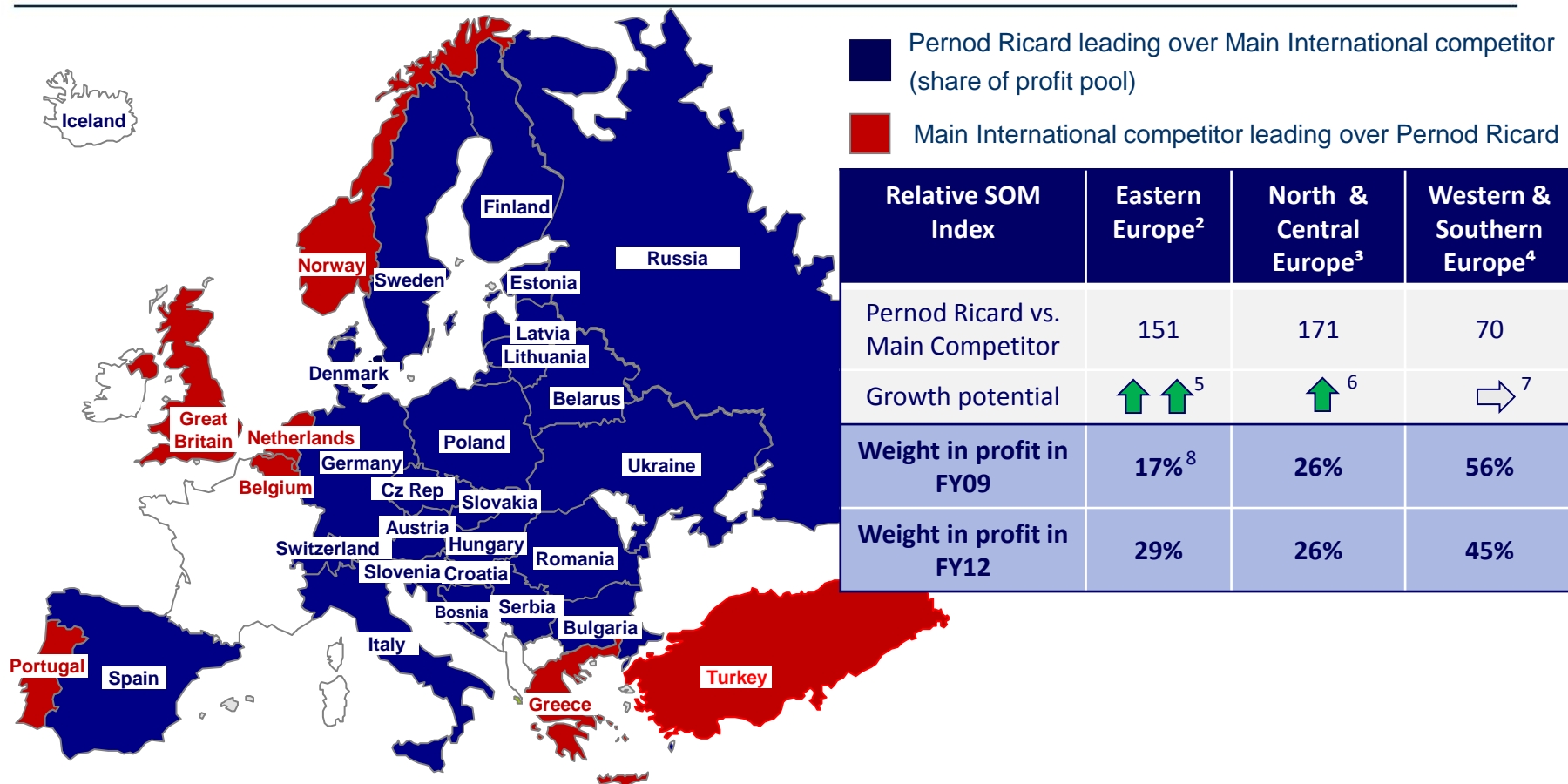


Between -2% and -6%

&gt; -6%



## A unique growth profile in Europe



**Pernod Ricard leads in 23 countries in Europe (75% of profit pool), where annual profit pool growth is estimated at +5% on average**

1. Western-Style spirits 2. Eastern Europe includes Russia, Ukraine, Poland, Hungary, Romania, Bulgaria, Slovenia, Serbia, Croatia, Montenegro, Bosnia & Herzegovina, Turkey. 3. North & Central Europe include Germany, Austria, Switzerland, Czech Republic, Slovakia, Sweden, Finland, Norway, Denmark, Baltic States. 4. Western & Southern Europe include Spain, Portugal, Italy, Greece, Netherlands, Belgium, UK. 5. Double-digit growth CAGR 11-15. 6. Single-digit growth CAGR 11-15. 7. Flat evolution CAGR '11-'15<1. 8. Latest Estimate FY12.

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## **Consistent, long-term, value-focused strategy**

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**Gain market share through focused investments in leading international and local premium brands**

**Drive premiumisation and innovation**

**Prioritize resources behind long-term growth markets**

**Strengthen direct Route-To-Market and continuously improve its effectiveness**



# Western Europe: long-term protection of margin pool and growth of market share via innovation






## Strategic direction

- Grow market share via
  - Maintaining adequate level of support for priority brands and best-in-class marketing execution
  - Innovation to respond to evolving consumer needs
- Align our in-market resources with market evolutions



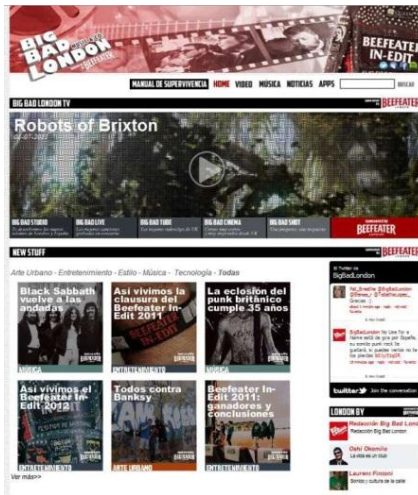
## Results

Market Shares gain:

Spain <sup>1</sup>	2011	2012	Δ(pts.)
<b>PR total</b>	21.1%	21.2%	<b>+0.1</b>
 <b>CHIVAS REGAL</b>	35.4%	37.4%	<b>+2.0</b>
 <b>Ballantine's</b>	27.0%	27.8%	<b>+0.8<sup>2</sup></b>
<b>Germany<sup>3</sup></b>	<b>2011</b>	<b>2012</b>	<b>Δ(pts.)</b>
 <b>ABSOLUT</b>	5.9%	6.5%	<b>+0.6</b>
 <b>MALIBU</b>	3.7%	3.7%	<b>+0.1</b>
 <b>Havana Club</b>	21.9%	22.3%	<b>+0.4</b>

# Best-in-class marketing execution: Beefeater in Spain with 360° activation

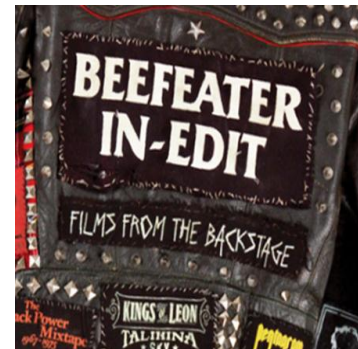
'The Big Bad London' Digital project...



- Videos: **1 million views**
- **30,000** likes on FB
- **100,000** unique visitors



... followed by Live sessions



The Kings of Leon, The Kooks and other live concerts





# Best-in-class marketing execution: Absolut in UK promoting Creativity and Contemporary Art

## Absolut London Limited Edition



The collaboration with cult graphic artist  
**Jamie Hewlett (Gorillaz)**

## Absolut Blank, tribute to creativity

IT ALL STARTS WITH AN ABSOLUT BLANK





## Innovation: Ritual launch in Spain to seize the share of the dynamic Dark Rum category





# Innovation launches to respond to evolving consumer needs



## Malibu Cans & Pouches



## Ramazzotti Aperitivo & Limone



## Café de Paris Spritz





# Eastern Europe: drive growth, especially in Premium Whisky, via best-in-class distribution network

## Strategic direction

### Grow faster than competitors




- Further increase investments for our Strategic brands to strengthen their Brand Equity
- Reinforce our Route-to-Market and widen our footprint
- Exploit the Emerging Middle Class opportunity





## Results




**Net Sales +29%**

MS <sup>1</sup>	MAT11	MAT12	Δ(pts.)
	44.4%	46.2%	<b>+1.8</b>
	17.1 %	20.3%	<b>+3.2</b>
	13.3%	13.6%	<b>+0.3</b>



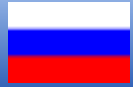
MS <sup>2</sup>	MAT11	MAT12	Δ(pts.)
	55.4%	59.9%	<b>+4.5</b>
	10.6%	11.3%	<b>+0.7</b>



MS	MAT11	MAT12	Δ(pts.)
	18.5%	22.5%	<b>+4.0</b>



## Russia: partnership with cinema and music to raise brand image



### Jameson Film Festival



### Ballantine's musical activation





# Innovation: strengthening brand equity via premiumized product launches



## Absolut Elyx Launch



## Ararat premiumization: Dvin bottle launch





# Eastern Europe: innovative marketing of Luxury Spirits



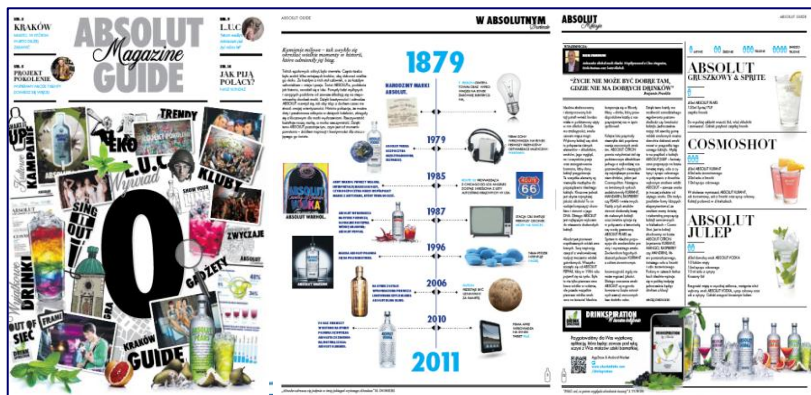
Ballantine's parties  
in night clubs



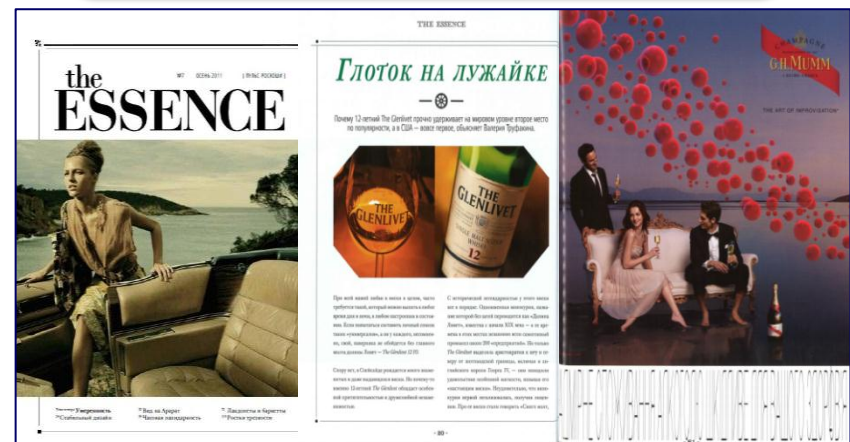
Chivas '12 chairs'  
Gold EFFIE award



Absolut Guide



"Essence" luxury  
Spirit Magazine



## Eastern Europe: Capitalizing on Middle Class Growth Opportunity



### Passport whisky launch



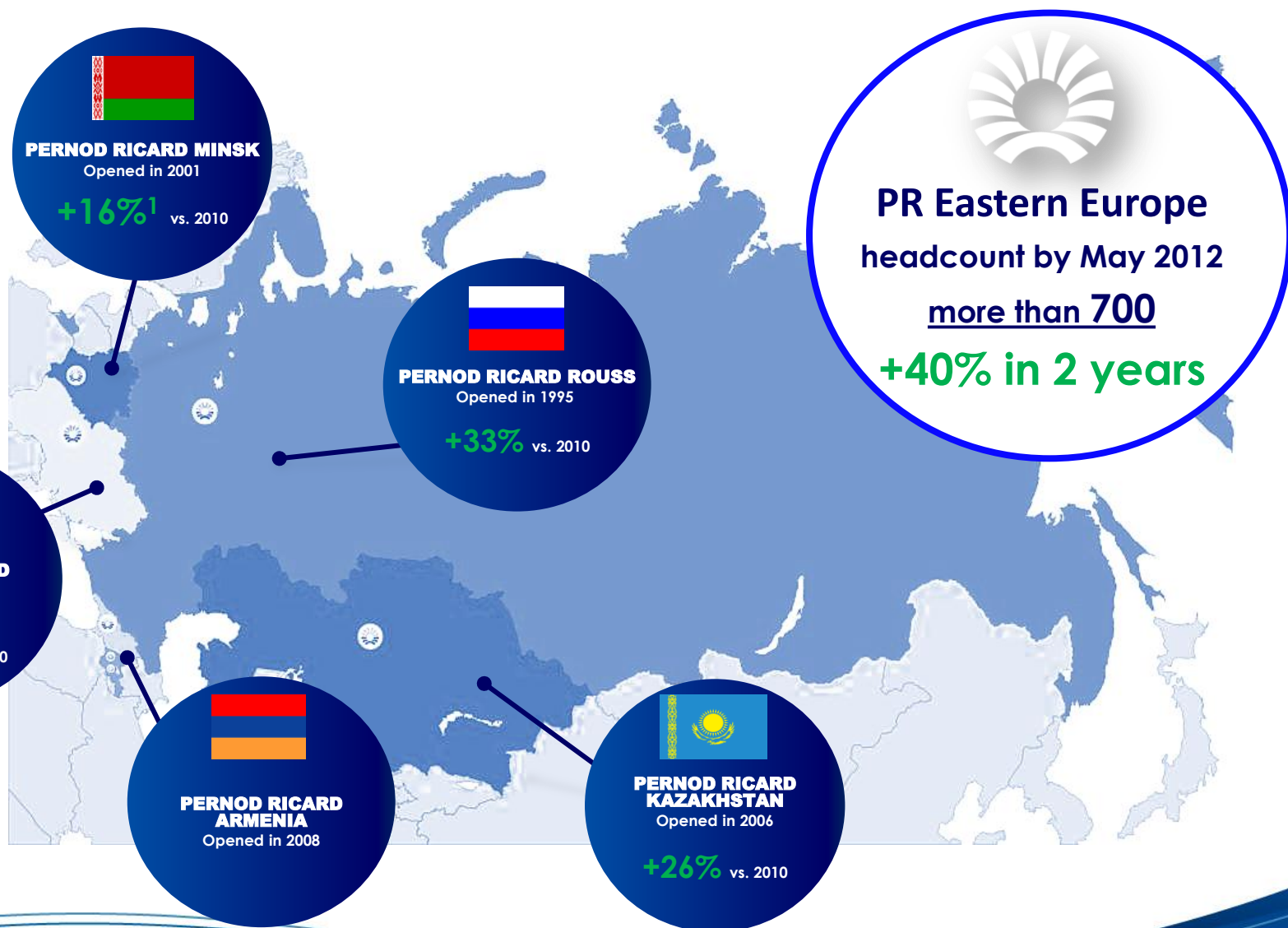
### Becherovka activation







# The only international player with 5 distribution companies in CIS countries and quickly expanding their footprint





## Africa: expanding our footprint and accelerating Strategic Brands building

### Strategic directions

- Build direct distribution in priority markets
- Strengthen the Brand Equity of our Strategic Brands
- Launch new products to seize the Emerging Middle Class opportunities



### Results

- **+26%** Net Sales growth of Top-14 brands<sup>1</sup>
- Creation of **5** direct affiliates in Nigeria, Angola, Kenya, Namibia and Morocco
- Commercial teams in place to manage third-party distributors in the three African subregions

## Africa: ambitious roadmap to rapidly expand our direct footprint



## South Africa: seizing growth momentum from Emerging Black Consumer



### Chivas Leadership programme



### Jameson first shot event with Kevin Spacey





## Nigeria and Ghana: accelerating brand building



### Olmecha Beach parties



### Absolut Rap Game





## Mozambique and Kenya: premium Brands image building



### Jameson for Fashion week



### Jameson for Kiko Romeo



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# Ambition

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1

**Western  
Europe**

**Grow market share**

2

**Eastern  
Europe**

**Drive growth via best-in-class  
marketing and distribution**

3

**Africa**

**Expand our footprint and accelerate  
Strategic Brands building**





Pernod Ricard

*Créateurs de convivialité*