



Pernod Ricard
Créateurs de convivialité



PERNOD RICARD NORTH AMERICA CONFERENCE CALL

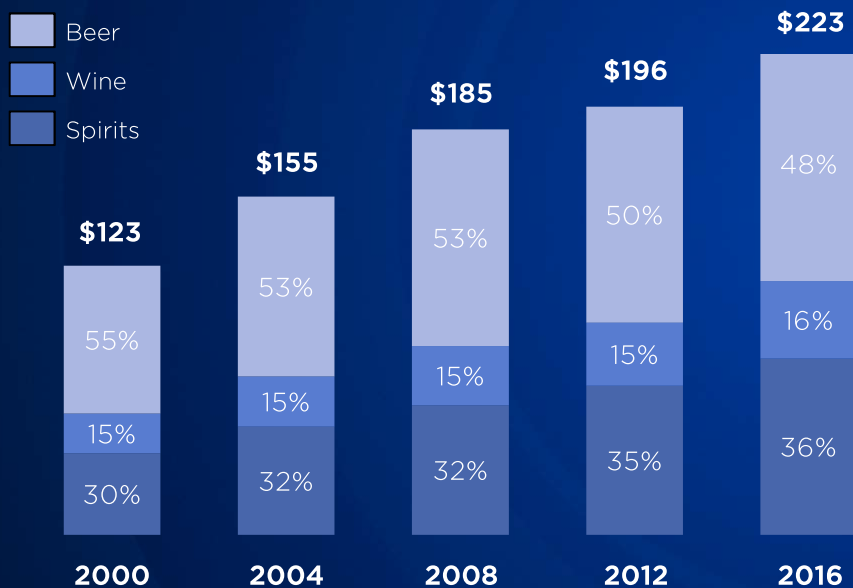
Paul Duffy – Chairman and CEO, Pernod Ricard North America

December 13, 2017

SPIRITS CONTINUE BEV-ALC SHARE GAINS



US ALCOHOLIC BEVERAGES MARKET SIZE
(\$B RETAIL SALES)



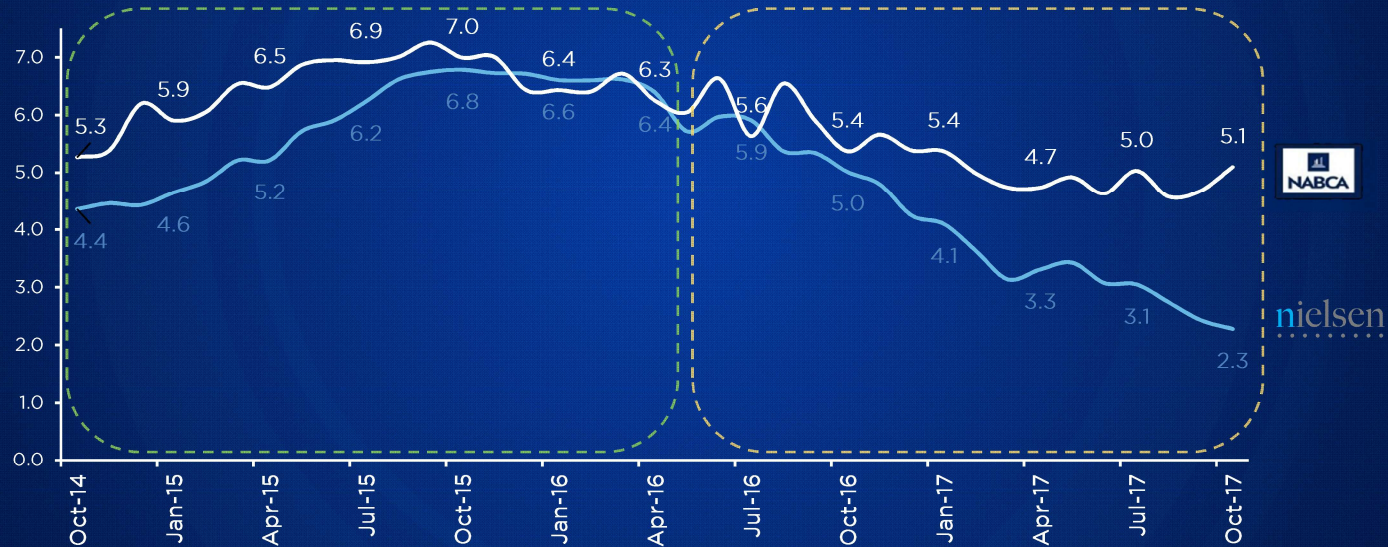
	'12-16 \$ CAGR	'12-16 \$ SHARE Δ
Total	+3.3%	
Beer	+2.0%	-2.6pts
Wine	+5.3%	+1.2pts
Spirits	+4.4%	+1.4pts

Sources:
Beverage Information Group Liquor Handbooks Through 2017



SPIRITS MARKET STABILIZING AT C. +3-4%

NIELSEN & NABCA VALUE TRENDS MAT % CHANGE



Sources:
Nielsen XAOC + Liquor Plus, NABCA Retail Sales excl IA, MS, WV, WY



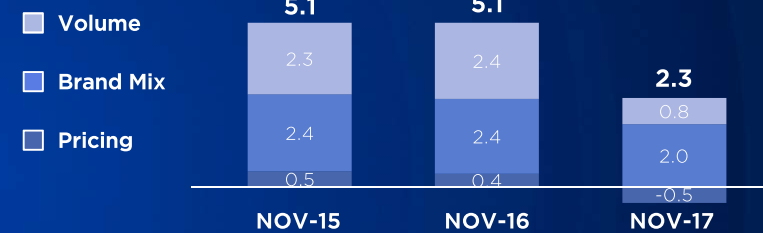
SPIRITS INDUSTRY GROWTH ENGINES

MAT % \$ Value

TEQUILA, COGNAC & WHISKY DRIVING THE MARKET



CONTINUED SUBDUED PRICE, VALUE DELIVERY THROUGH MIX



SUSTAINED PREMIUMIZATION AS CONSUMERS TRADE UP



INNOVATION IS CRITICAL TO CREATING A MARKET RUPTURE

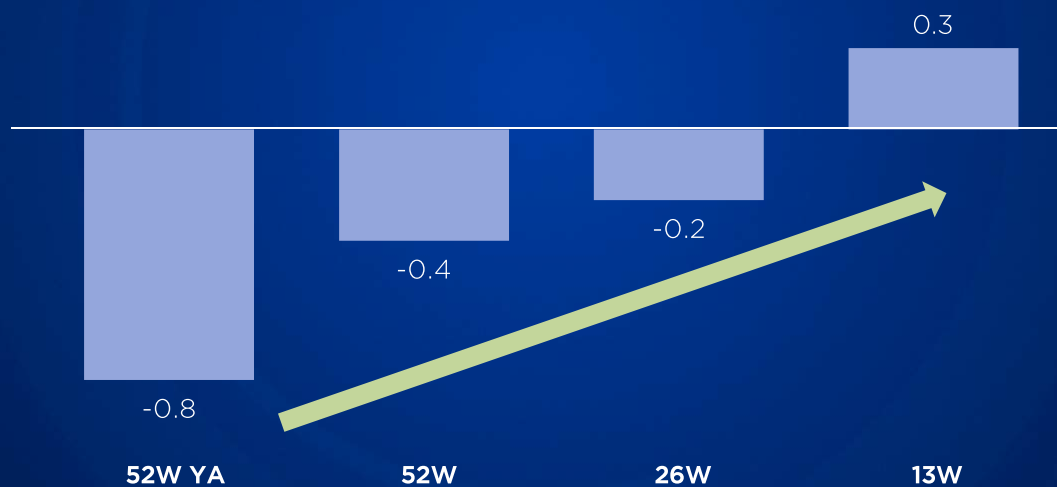


Sources:
Nielsen XAOC + Liquor Plus thru 11-04-17

PERNOD RICARD USA CLOSING ITS GAP TO OVERALL MARKET



NIELSEN VALUE % CHANGE - PERNOD RICARD VS. TOTAL MARKET



Sources:
Nielsen XAOC + Liquor Plus thru 11-04-17

PERNOD RICARD USA TRANSFORMATION JOURNEY



DECENTRALIZATION OF STATE RESOURCES



Expanded in-market resourcing
and increased focus accelerating
growth in footprint markets

FOCUS ON BIG BETS INNOVATION & DIGITAL



Innovations resonating with
core consumers

New mediums for consumer
engagement off to fast starts

BRAND INCUBATION



Dedicated unit, bolstered with
acquisitions,
to scale brands sustainably

MUTALIZATION EFFICIENCIES



WITH A CLEAR PORTFOLIO PRIORITIZATION

DOUBLE DIGIT GAINS



STABILIZE



HEALTHY GROWTH



REACH SCALE



INNOVATION FOCUS





CONTINUED DOUBLE DIGIT GROWTH



ROBUST GAINS IN A STRONG
COMPETITIVE ENVIRONMENT;
FASTEST GROWING WHISKY BY
ABSOLUTE \$ INCREASE*

RECRUITING NEW CONSUMERS
THROUGH INNOVATION

BUILDING ON FOUNDATION OF
BARTENDER ADVOCACY
AND LOCAL APPEAL



Sources:
*Nielsen XAOC + Liquor Plus L52W thru 11-4-17



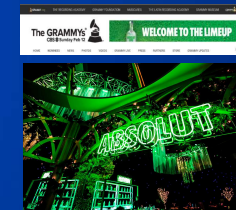
BRAND NOT YET STABILIZED WITHIN A CHALLENGING CATEGORY



ABSOLUT LIME THE #1 YEAR ONE INNOVATION*



ENHANCING KEY GALVANIZING EVENTS WITH CONSISTENT MESSAGING ACROSS TOUCHPOINTS THROUGHOUT THE YEAR



GRAMMYS



COACHELLA

PREMIUMIZING THE FRANCHISE THROUGH ABSOLUT ELYX



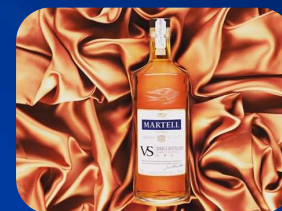
Sources:
*Nielsen XAOC + Liquor Plus L52W thru 11-4-17

BOLD BRAND RELAUNCH FOR THE MODERN COGNAC DRINKER



Martell +27%*

SUCCESSFUL LAUNCH OF
VSSD CORE EXTENSION



PREMIUMIZING AND
CONNECTING WITH
BOURBON DRINKERS
VIA BLUE SWIFT**



ENGAGING CORE
CONSUMERS THROUGH
“HOME” ACTIVATIONS IN
SELECT MARKETS



Sources:

*Nielsen XAOC + Liquor Plus L52W thru 11-4-17

**Made of Cognac VSOP then finished in bourbon casks

DRIVING GROWTH WITH OUR TEQUILA PORTFOLIO



BOTH MARQUES
GROWING DOUBLE
DIGITS FYTD



EXTENSIVE PRICE
RANGE TO CAPITALIZE
ON CATEGORY SURGE



Super Premium



Ultra Premium

SCALE WITH CLEAR
PLATFORMS AND IN-
STORE ACTIVATIONS



GOOD PERFORMANCE IN A MATURE CANADIAN MARKET



CORE BRANDS LEADING CANADIAN GROWTH



+21%



+2%



+3%



+15%



+16%

Sources:
ACD 9L OTC Retail Dollar Sales - Spirits & Wine (MAT September 2017)

PERNOD RICARD IS WELL POSITIONED TO WIN IN NORTH AMERICA

