

2.3 Duties performed by the Directors



MR ALEXANDRE RICARD
CHAIRMAN AND CEO



Strategic Committee (Chairman)

Mr Alexandre Ricard is a graduate of ESCP Europe, the Wharton School of Business (MBA majoring in finance and entrepreneurship) and the University of Pennsylvania (MA in International Studies). After working for seven years outside the Group, for Accenture (Strategy 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 Chief Executive Officer of Pernod Ricard Asia Duty Free in September 2006. In July 2008, he was appointed as Chairman and CEO 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 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 and CEO of the Group by the Board of Directors.

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

Age : **49 years old**
French
Business address:
Pernod Ricard
5, cours Paul Ricard
75008 Paris (France)
Number of shares
held on 30 June 2021:
158,566

**OFFICES AND MAIN FUNCTIONS HELD
ON 30.06.2021 OR AT THE DATE
OF RESIGNATION WHERE APPLICABLE**

**OFFICES THAT HAVE EXPIRED
OVER THE LAST FIVE YEARS**

Within the Group

FRENCH COMPANIES

- Permanent representative of Pernod Ricard,
Member of the Supervisory Committee of Pernod Ricard
Europe, Middle East and Africa
- Director of Martell & Co SA

NON-FRENCH COMPANIES

- Chairman of Suntory Allied Limited (Japan)
- Director of Geo G. Sandeman Sons & Co. Ltd
(United Kingdom)
- Member of the Board of Directors "Junta de Directores"
of Havana Club International SA (Cuba)

Outside the Group

- Director of L'Oréal ⁽¹⁾
- 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)

Within the Group

- Manager of Havana Club Know-How SARL (Luxembourg)
- Director of Havana Club Holding SA (Luxembourg)
- Director of Perrier-Jouët

(1) Listed company.



MS PATRICIA BARBIZET
LEAD INDEPENDENT DIRECTOR



Age : **66 years old**
French
Business address:
Témaris & Associés
40, rue François 1^{er}
75008 Paris (France)
Number of shares
held on 30 June 2021:
3,160

Ms Patricia Barbizet is a graduate of ESCP Europe and began her career in 1976 with the Renault Véhicules Group in Treasury before becoming Financial Director of Renault Crédit International.

In 1989, she joined the Pinault Group as Chief Financial Officer and became, from 1992 to 2018, Chief Executive Officer of Artémis, the Pinault family's investment company. From 2014 to 2016, she was also CEO & Chairwoman of Christie's International and chaired the Strategic Investment Fund (SIF) Investment Committee from 2008 to 2013. She is currently Chairwoman of the Cité de la Musique – Philharmonie de Paris, Chairwoman of Zoé SAS, and Director of Columbus.

Ms Patricia Barbizet was appointed Chairwoman of the Investissements d'Avenir Supervisory Committee in April 2018 and has been Chairwoman of the Haut Comité de Gouvernement d'Entreprise since 1 November 2018.

Ms Patricia Barbizet has been a Director of Pernod Ricard since 2018 and was appointed Lead Independent Director on 23 January 2019.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2021 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of AXA ⁽¹⁾
- Director of Total ⁽¹⁾
- Director of Columbus
- Chairwoman of Témaris et Associés
- Chairwoman of Zoé SAS
- Chairwoman of HCGE
- Chairwoman of Cité de la Musique – Philharmonie de Paris

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Fnac-Darty ⁽¹⁾
- Vice Chairwoman of the Board of Directors of Kering ⁽¹⁾
- Director of Peugeot SA ⁽¹⁾
- CEO of Artémis
- CEO of Christie's International Plc (United Kingdom)
- Director of Yves Saint Laurent

(1) Listed company.



MR WOLFGANG COLBERG
DIRECTOR



Age : **61 years old**
German
Business address:
Deutsche Invest
Capital Partners
Prinzregentenstrasse
56 D-80538 Munich
(Germany)
Number of shares
held on 30 June 2021:
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 (1990/93), then Head of the Business Analyst Team and Economic Planning (Headquarters) (1993/94), before being appointed as General Manager for the Group's Turkey and Central Asia affiliate. In 1996, he was appointed Senior Vice-President – 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. From 2013 to 2019 he was Industrial Partner of CVC Capital Partners, and since 2020 he has been Industrial Partner of Deutsche Invest Capital Partners.

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

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2021 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of Thyssenkrupp AG ⁽¹⁾ (Germany)
- Director of Burelle SA ⁽¹⁾
- Director of Solvay SA ⁽¹⁾ (Belgium)
- Director of Dussur SA
- Industrial Partner, Deutsche Invest Capital Partners (Germany)
- Chairman of the Supervisory Board 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

- Industrial Partner, CVC Capital Partners (Germany)

(1) Listed company.



MS VIRGINIE FAUVEL
INDEPENDENT DIRECTOR

Age : **47 years old**
French
Business Address:
Harvest
5, rue de la Baume
75008 Paris (France)
Number of shares
held on 30 June 2021:
50

Virginie Fauvel is an engineer from the École des Mines de Nancy. She started her career in 1997 working for Cetelem as Group CRM and Risks analytics Director prior to becoming Group Digital Officer in 2004 and to be in charge of the e-Business French BU. She then joined BNP Paribas's French retail bank in 2009 to manage and develop online banking before joining BNP Paribas' Online Banking Europe BU in 2012 where she launched "HelloBank!", the first 100% mobile European bank in Italy, France, Belgium and Germany in 2013. In July 2013, she joined Allianz France as member of the French Executive Committee in charge of Digital Transformation, Big Data, Communication and Market Management. She largely contributed to the company's transformation by placing digital innovation at the heart of its strategy. She subsequently became a member of the Management Board of Euler Hermes in January 2018, in charge of the Americas region and of the Group's transformation.

In September 2020, she became Chief Executive Officer of Harvest SA, a software publisher specializing in financial and wealth management consulting.

Ms Virginie Fauvel has been a Director of Pernod Ricard since 2020.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2021 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Director of Quadient ^{(1) (2)}
- CEO of Harvest SAS
- CEO of Holding Winnipeg
- Consultant at Creadev

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Europcar Mobility Group ⁽¹⁾

(1) Listed company.

(2) Virginie Fauvel resigned from her position as a Director of Quadient on 2 September 2021.



MR IAN GALLIENNE
INDEPENDENT DIRECTOR



Compensation Committee



Strategic Committee

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

He holds a 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, of Adidas since 2016 and of Webhelp since 2019.

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

Age : **50 years old**
French
Business address:
Groupe Bruxelles Lambert
24, avenue Marnix
BE1000 Bruxelles
(Belgium)
Number of shares
held on 30 June 2021:
1,000

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2021 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- CEO of Groupe Bruxelles Lambert ⁽¹⁾ (Belgium)
- Director of Imerys ⁽¹⁾
- Director of SGS SA ⁽¹⁾ (Switzerland)
- Director of Adidas AG ⁽¹⁾ (Germany)
- Chairman of the Board of Directors of Sienna Capital (Luxembourg)
- Manager of Serena 2017 SC
- Director of Société Civile Château Cheval Blanc
- Director of Compagnie Nationale de Portefeuille SA (Belgium)
- Director of Marnix French ParentCo (Webhelp Group)
- Director of Financière de la Sambre (Belgium)
- Director of de Carpar (Belgium)

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director of Umicore ⁽¹⁾ (Belgium)
- Director of Erbe SA (Belgium)
- Director of Frère-Bourgeois SA (Belgium)

(1) Listed company.



MR CÉSAR GIRON
DIRECTOR



Nominations and Governance Committee

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 Chief Executive Officer of Pernod Ricard Swiss SA before becoming Chairman and CEO of Wyborowa SA in Poland in December 2003.

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

Mr César Giron is Chairman 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.

Age : **59 years old**

French

Business Address:
**Martell Mumm
Perrier-Jouët**

**5, cours Paul Ricard
75008 Paris (France)**

Number of shares
held on 30 June 2021:
4,765

**OFFICES AND MAIN FUNCTIONS HELD
ON 30.06.2021 OR AT THE DATE
OF RESIGNATION WHERE APPLICABLE**

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE
EXPIRED OVER THE LAST FIVE YEARS**

- None

Within the Group

- Chairman and CEO of Martell Mumm Perrier-Jouët
- Chairman and CEO of Martell & Co SA
- Chairman and CEO of Champagne Perrier-Jouët
- Chairman and CEO of GH Mumm & Cie SVCS
- 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

- Chairman 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)
- Chairman of FEVS



MS ANNE LANGE
INDEPENDENT DIRECTOR



**Nominations
and Governance
Committee**



Strategic Committee

Age : **53 years old**

French

Business address:

Pernod Ricard
5, cours Paul Ricard
75008 Paris (France)

Number of shares
held on 30 June 2021:
1,000

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 joined the Cisco Group and successively hold the positions of Director of Public Sector Europe, Executive Director Global Media and Public Sector Operations (in the USA) and finally Innovation Executive Director within the Internet Business Solution Group division.

She later founded Mentis, from which she sold her shares at the end of 2017. As a start-up specialised in the technology of application platforms and connected objects, Mentis collaborates with major groups on mobility solutions and management of urban space, placing it at the centre of the connected territories' revolution.

Meanwhile, Anne Lange created ADARA, a consulting and investment company, and Chrysallis, a company that is developing a network of shared houses. She is a Senior Advisor working for major high-tech groups, strategy consulting firms and more traditional businesses seeking to find their own path to transformation. She is a member of the Boards of Directors of several listed companies (Pernod Ricard, Orange, Inditex, Peugeot Invest).

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

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

**OFFICES AND MAIN FUNCTIONS HELD OUTSIDE
THE GROUP ON 30.06.2021 OR AT THE DATE
OF RESIGNATION WHERE APPLICABLE**

- Director of Orange ⁽¹⁾
- Director of Inditex ⁽¹⁾ (Spain)
- Director of Peugeot Invest ⁽¹⁾

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE
EXPIRED OVER THE LAST FIVE YEARS**

- Director of Econocom Group ⁽¹⁾ (Belgium)
- Director of IN Group
- Founder and Manager of Mentis

(1) Listed company.



MR PHILIPPE PETITCOLIN
INDEPENDENT DIRECTOR

 **Audit Committee**
(Chairman)

 **Strategic Committee**

Âge : **69 years old**

French

Business address:

Nexter

**13, route de
la Minière**

**78034 Versailles
(France)**

Number of shares
held on 30 June 2021:
310

Having held various positions within Europrim, Filotex (a subsidiary of Alcatel-Alstom) and Labinal (now Safran Electrical & Power), Mr Philippe Petitcolin joined Snecma (now Safran Aircraft Engines) in 2006 as Chairman and CEO. From 2011 to 2013, he served as CEO for Safran's defence and security operations as well as Chairman and CEO of Safran Electronics & Defense. Between July 2013 and December 2014, Mr Philippe Petitcolin was Chairman and CEO of Safran Identity & Security and Chairman of the Board of Directors of Safran Electronics & Defense. From December 2014 to July 2015, he was Chairman of Safran Identity & Security.

On 23 April 2015, Mr Philippe Petitcolin was appointed Director of Safran by the Annual General Meeting and CEO by the Board of Directors. On the same date, he became a member of the Board of The Aerospace and Defence Industries Association of Europe (ASD). In July 2015, he became Vice Chairman of Gifas (Group of French Aeronautical and Spatial Industries). In 2015, he was also appointed to the Board of Belcan Corporation, an engineering services provider. He has been a Director of EDF since May 2019.

Mr Philippe Petitcolin has served as Chief Executive Officer of Safran until 31 December 2020.

In March 2021 he was appointed Chairman of the Franco-German defence company KNDS.

He was also appointed Director of Suez in February 2021.

Mr Philippe Petitcolin has been a Director of Pernod Ricard since 2019.

**OFFICES AND MAIN FUNCTIONS HELD OUTSIDE
THE GROUP ON 30.06.2021 OR AT THE DATE
OF RESIGNATION WHERE APPLICABLE**

- Director of EDF ⁽¹⁾
- Director of Suez ⁽¹⁾
- Chairman of KNDS

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE
EXPIRED OVER THE LAST FIVE YEARS**

- Chief Executive Officer and Director of Safran ⁽¹⁾
- Chairman of Safran Identity & Security
- Chairman and CEO of Safran Identity & Security
- Chairman of the Board of Directors of Safran Identity & Security North America (formerly Morpho Track, LLC) (USA)
- Chairman of the Board of Directors of Morpho Detection International, LLC (USA)
- Chairman of the Board of Directors of Safran Electronics & Defense, Chairman and President of Morpho USA, Inc.
- Director of Safran Identity & Security USA (formerly Morpho Detection, LLC) (USA)
- Member of the Supervisory Board of Safran Identity & Security GmbH (formerly Morpho Cards GmbH) (Germany)
- Member of the Supervisory Board of Institut Aspen France

(1) Listed company.



MR PAUL-CHARLES RICARD
PERMANENT REPRESENTATIVE
OF SOCIÉTÉ PAUL RICARD ⁽¹⁾, DIRECTOR



Age : **39 years old**
French

Business address:
Martell Mumm
Perrier-Jouët
5, cours Paul Ricard
75008 Paris (France)

Number of
shares held by
Mr Paul-Charles
Ricard on
30 June 2021:
182,226

Number of
shares held by
Société Paul Ricard
on 30 June 2021:
28,196,482

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 GH Mumm International Brand Manager at Martell Mumm Perrier-Jouët before being appointed MMPJ Head of Prestige & Craft Developments.

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 Pernod Ricard) since 29 August 2012.

**OFFICES AND MAIN FUNCTIONS HELD OUTSIDE
THE GROUP ON 30.06.2021 OR AT THE DATE
OF RESIGNATION WHERE APPLICABLE**

- Chairman of Le Delos Invest III (Société Paul Ricard)
- Vice Chairman 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**

- None

(1) Unlisted company, shareholder of Pernod Ricard.



MS KORY SORENSON
INDEPENDENT DIRECTOR



Age : **52 years old**
British

Business address:
Pernod Ricard
5, cours Paul Ricard
75008 Paris (France)

Number of shares
held on 30 June 2021:
1,000

Ms Kory Sorenson is a British citizen born in the United States. She made her career in finance, with a focus on capital and risk management. She holds a Master's degree 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, DC. In 2013, she completed the Harvard Business School's executive education programme, "Making Corporate Boards More Effective", in 2016 she completed an executive programme at INSEAD, "Leading from the Chair", and in 2020 she completed The Stanford University's executive programme, "Business Leadership Series". 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 Chairwoman of the Audit Committee of SCORSE (listed on the Paris stock exchange), Director and Chairwoman of the Compensation Committee of Phoenix Group Holdings (listed in the United Kingdom), Director and Chairwoman of the Audit Committee of SGSSA (listed in Switzerland), member of the Supervisory Board of Bank Gutmann, a private bank in Austria, and member of the Comgest Partners' council in France.

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

**OFFICES AND MAIN FUNCTIONS HELD OUTSIDE
THE GROUP ON 30.06.2021 OR AT THE DATE
OF RESIGNATION WHERE APPLICABLE**

- Director of SGS SA ⁽¹⁾ (Switzerland)
- Director of Phoenix Group Holdings ⁽¹⁾ (United Kingdom)
- Director of SCOR SE ⁽¹⁾
- Member of the Supervisory Board of Bank Gutmann (Austria)
- Member of the Board of Partners of Comgest

**OFFICES HELD OUTSIDE THE GROUP THAT HAVE
EXPIRED OVER THE LAST FIVE YEARS**

- Director of Prometic ⁽¹⁾ (Canada)
- Member of the Supervisory Board of UNIQA Insurance Group AG ⁽¹⁾ (Austria)
- Director of Institut Pasteur (non-profit foundation)
- Director of Aviva Insurance Limited (United Kingdom)
- Director of SCOR Global Life Americas Reinsurance Company (USA)
- Director of SCOR Global Life USA Reinsurance Company (USA)
- Director of SCOR Reinsurance Company (USA)
- Member of the Supervisory Board of Château Troplong Mondot

(1) Listed company.



MS VERONICA VARGAS
DIRECTOR



Age : **40 years old**
Spanish
Business address:
Pernod Ricard
5, cours Paul Ricard
75008 Paris (France)
Number of shares
held on 30 June 2021:
9,820

Ms Veronica Vargas received an Engineering degree from the University of Seville (*Escuela Técnica Superior de Ingenieros*) (Spain) and continued her training in industrial engineering in management at the École Centrale Paris (ECP).

Ms Veronica Vargas started her professional career in 2006 the Supply Chain team of Lafarge in Paris. Early 2007, she joined Société Générale Corporate & Investment Banking in Paris as part of the “Strategic and Acquisition Finance” team. She was then part of the London team from 2009 to 2019, where she was involved in advising key clients on all aspects related to the optimisation of their capital structure, as well as the completion of their strategic financing, including acquisitions, spin-offs, share buybacks, and other strategic transactions.

Ms Veronica Vargas is a Permanent representative of Rigivar SL, a member of the Supervisory Board of Paul Ricard since 2009. She is also a Director of the Business Policy International Advisory Board of San Telmo Business School since 2020, and a member of the Investment Committee of the Africa Conservation & Communities Tourism Fund since 2021.

Ms Veronica Vargas is a great-granddaughter of Mr Paul Ricard, the founder of Société Ricard.

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

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2021 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- Permanent Representative of Rigivar SL, member of the Supervisory Board of Société Paul Ricard
- Member of the Investment Committee of the Africa Conservation & Communities Tourism Fund
- Director of the Business Policy International Advisory Board de la San Telmo Business School

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- None



MS MARIA JESUS CARRASCO LOPEZ
DIRECTOR REPRESENTING THE EMPLOYEES



Age : **50 years old**
Spanish
Business address:
Pernod Ricard
España
C/* Arequipa, 1
28043 Madrid
(Spain)

Ms Maria Jesús Carrasco Lopez graduated from both ESIC Business and Marketing School (*Master in Dirección de comercio internacional*) and CENP (*Diplomatura en comercio exterior*) located in Spain.

She joined Pernod Ricard España in 1999, where she successively held the positions of Marketing Executive Assistant (from 1999 to 2010) and Trade Marketing Executive On Trade (from 2010 to 2019). She is currently holding the position of Regional Trade Marketing Manager and supervises all regional action plans in accordance with the Group’s strategy.

In addition to her position, she was appointed Director representing the employees on the Board of Directors of Pernod Ricard SA in December 2018.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2021 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- None

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- None



MR STÉPHANE EMERY
DIRECTOR REPRESENTING THE EMPLOYEES



Age : **50 years old**
French
Business address:
Pernod Ricard
France
5, cours Paul Ricard
75008 Paris (France)

Mr Stéphane Emery graduated from the ESCO Paris/Wesford (Business and Management School).

He started his career in July 1994 within the Pernod Ricard Group and joined the Ricard teams in Paris as On Trade Area Manager, followed by On Trade Sales Manager in Bourgogne (from 2000 to 2005) and Off Trade Sales Manager in Paris (from 2005 to 2017). He currently holds the position of Public Relations Manager at Pernod Ricard France in Paris.

In December 2017, following his election by the Group Committee (France), he was appointed Director representing the employees within the Board of Directors of Pernod Ricard SA.

Highly involved in the Group, Stéphane Emery has also been an employee representative at Ricard (SIPGR trade union representative, then member of the employee Committee/works' council and works' council secretary prior to becoming a delegated representative for France on the European Committee).

Mr Stéphane Emery was also a Director representing the employees of the Ricard Corporate Foundation from 2010 to 2020.

OFFICES AND MAIN FUNCTIONS HELD OUTSIDE THE GROUP ON 30.06.2021 OR AT THE DATE OF RESIGNATION WHERE APPLICABLE

- None

OFFICES HELD WITHIN THE GROUP THAT HAVE EXPIRED OVER THE LAST FIVE YEARS

- Director representing the employees of the Ricard Corporate Foundation

The Directors hold no other employee positions in the Group, with the exceptions of: Mr César Giron, Chairman and CEO of Martell Mumm Perrier-Jouët; Mr Paul-Charles Ricard (Permanent Representative of Société Paul Ricard, Director), MMPJ Head of Prestige & Craft Developments at Martell Mumm Perrier-Jouët; Ms Maria Jesus Carrasco Lopez, Director representing the employees who is Regional Trade Marketing Manager at Pernod Ricard España, and Mr Stéphane Emery, Director representing the employees, who is Public Relations Manager at Pernod Ricard France in Paris.

2.4 Governance Structure

2.4.1 Reunification of the functions of Chairman of the Board of Directors and CEO

Since Mr Pierre Pringuet's term of office as Chief Executive Officer expired on 11 February 2015, and since the Chairwoman of the Board of Directors at the time (Ms Danièle Ricard) wished to step down from the Board, during its meeting of 11 February 2015 the Board resolved, in accordance with the French Commercial Code and the AFEP-MEDEF Code adopted by the Company, to combine the positions of Chairman and CEO and appointed Mr Alexandre Ricard as Chairman and CEO.

The Company has appointed a Lead Independent Director since 23 January 2019. In addition, in order to provide the checks and balances necessary in the exercise of such powers, as well as good governance, the Company sought to establish certain guarantees, notably:

- as part of the Group's General Management, the Chairman and CEO relies on two management bodies: the Executive Board, which endorses all major decisions relating to the Group's strategy, and the Executive Committee, which ensures coordination between the Headquarters and its affiliates, in accordance with the Group's decentralised model;

- limitations on the powers of the Chairman and CEO by the Board of Directors: prior authorisation by the Board of Directors is necessary in particular for external growth transactions or disinvestments for amounts greater than €100 million and for loans exceeding €200 million (see the subsection "Limitation on the powers of the Chairman and CEO" hereinafter); and
- five specialised Committees, responsible for preparing the work of the Board of Directors relating to the following topics: compensation; audit; nominations and governance; strategy and CSR. The majority of the members of these Committees are Independent Directors⁽¹⁾, and the Company meets or exceeds the recommendations of the AFEP-MEDEF Code with respect to the percentage of Independent Directors (Audit Committee: 67% *vs.* the recommended 67%; Compensation Committee: 100% *vs.* the recommended 50%; Nominations and Governance Committee: 67% *vs.* the recommended 50%; Strategic Committee: 60% *vs.* no recommendation and CSR Committee: 50% *vs.* no recommendation).

(1) In accordance with the AFEP-MEDEF Code, Directors representing the employees are not taken into account when determining the percentage of Independent Directors or the percentage of feminisation on the Board of Directors and its Committees.