

3. PRESENTATION OF DIRECTORS NOMINATED FOR APPOINTMENT OR RENEWAL

During FY22

As the terms of office of Ms Anne Lange, the Company Paul Ricard represented by Mr Paul-Charles Ricard and Veronica Vargas will expire at the close of the Shareholders' Meeting held on 10 November 2021, it will be proposed that the Shareholders' Meeting (4th, 5th and 6th resolutions), in accordance with the recommendations of the Nominations and Governance Committee, renew their directorships for a four-year period expiring at the close of the Shareholders' Meeting to be held in 2025 to approve the financial statements for the previous financial year.

Ms Anne Lange provides the Board with the benefit of her experience particularly in the areas of Digital and Technology, Mr Paul-Charles Ricard brings his skills in the field of Innovation and his knowledge of industry, and Ms Veronica Vargas brings her experience in Finance and M&A in large companies.

Furthermore, the Board of Directors has decided, on the recommendation of the Nominations and Governance Committee, to propose the appointment of Ms Namita Shah (7th resolution) as Director. Her term of office would be conferred for a term of four years expiring at the end of the Shareholders' Meeting to be held in 2025 to approve the financial statements for the previous financial year.

The Nominations and Governance Committee and the Board of Directors reviewed the candidate. In particular, they appreciated Ms Namita Shah's high-level international career in CSR, legal and managerial functions, as well as her recent appointment to the Executive Committee of a CAC 40 company. Following a review, they also confirmed that Ms Namita Shah fulfilled the AFEP-MEDEF independence criteria adopted by the Company.

Thus, at the close of the Shareholders' Meeting of 10 November 2021, the Board of Directors would comprise 14 members (including two Directors representing the employees), of which seven Independent Directors (58.3%) and six women (50%), in accordance with the recommendations of the AFEP-MEDEF Code and the law on balanced representation of women and men within Boards of Directors and professional equality. Additionally, five Directors would be of foreign nationality.

4th resolution

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.

5th resolution

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



Strategic Committee

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

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

(1) Unlisted company, shareholder of Pernod Ricard.

6th resolution

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

7th resolution

MS NAMITA SHAH
INDEPENDENT DIRECTOR

Age : **53 years old**
Franco-Indian
Business address:
TotalEnergies SE
2, Place Jean Millier
92078 Paris
La Défense

Number of shares
held on 30 June 2021:
N/A

A graduate of Delhi University and New York University School of Law, Namita Shah began her career as a lawyer in the New York office of Shearman & Sterling, where, in particular, she worked on arranging project financing.

In 2002, she joined the team in charge of mergers and acquisitions at Total Group and in 2008 was appointed Business Development Manager in Australia and Malaysia in the New Business Department of the oil group. From 2011 to 2014, she held the position of Chief Executive Officer of Total Exploration & Production in Myanmar. In 2014, she took on the role of General Secretary of the Exploration-Production business unit which she held until 2016, when she joined the Group’s Executive Committee, becoming “Chief Executive Officer People & Social Responsibility”. Lastly, in 2021, Namita Shah took over as head of a newly created business unit at TotalEnergies, OneTech, which brings together all TotalEnergies’ technical teams in charge of operations, projects and R&D teams.

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

- Director of Adani Total Private Limited (ATPL)

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

- None

N/A: Not applicable.