



GOVERNANCE AT PERNOD RICARD



April 2025

All growth data specified in this presentation refers to organic growth (constant FX and Group structure), unless otherwise stated.

Data may be subject to rounding.

This presentation can be downloaded from our website: www.pernod-ricard.com

Pernod Ricard at a glance

1 VISION AND STRATEGY

Vision

Createur de Convivialité

Mission

Unlock the magic of human connection by bringing Good Times from a Good Place

Ambition

Lead and shape the industry growth

Growth Model

The Conviviality Platform
More from the core Expand beyond to stretch growth

2 OUR LEADING ORGANISATION

1 Globally for International Premium Spirits⁽¹⁾

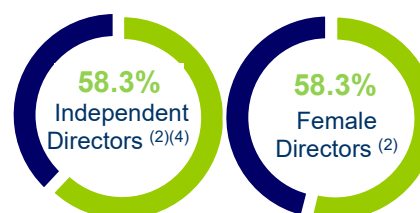
240+ Brands

4 Strategic Markets (US, China, India and Travel Retail)

160+ Countries in which our brands are distributed

60 Countries with in-house sales teams

3 CORPORATE GOVERNANCE



All of the Board has been either renewed or firstly appointed within the past 5 years

Average Tenure: 5 years for Independent Directors

Executive Remuneration Aligned with Shareholder Interests

Robust Shareholder Engagement

4 SUSTAINABILITY & RESPONSIBILITY

78

(aligned with FMCG benchmark) ⁽⁴⁾

Employees recognizing Pernod Ricard as a place where they can be themselves

100% Direct affiliates have implemented regenerative agriculture or biodiversity conservation programs

-30% Reduction in scopes 1&2 emissions in absolute value since FY 22

-9% Reduction in FLAG absolute emissions since FY22

-12% Reduction in water consumption intensity since FY18

1.6% Gender pay gap

95% Bottles with digital labels helping consumers make responsible choices

Dedicated CSR committee and creation of an annual joint CSR-Audit committee to validate CSRD report

You can find our comprehensive S&R practices at <https://www.pernod-ricard.com/en/our-commitments/our-model-our-4-commitments/>

(1) "The Pernod Ricard Market View"

(2) Ratio as of today (after 2024 AGM). Note that in accordance with the AFEF-MEDEF Code, Directors representing the employees are not taken into account when determining the percentage of Independent Directors or the proportion of females on the Board of Directors

(4) Results of the latest I Say survey

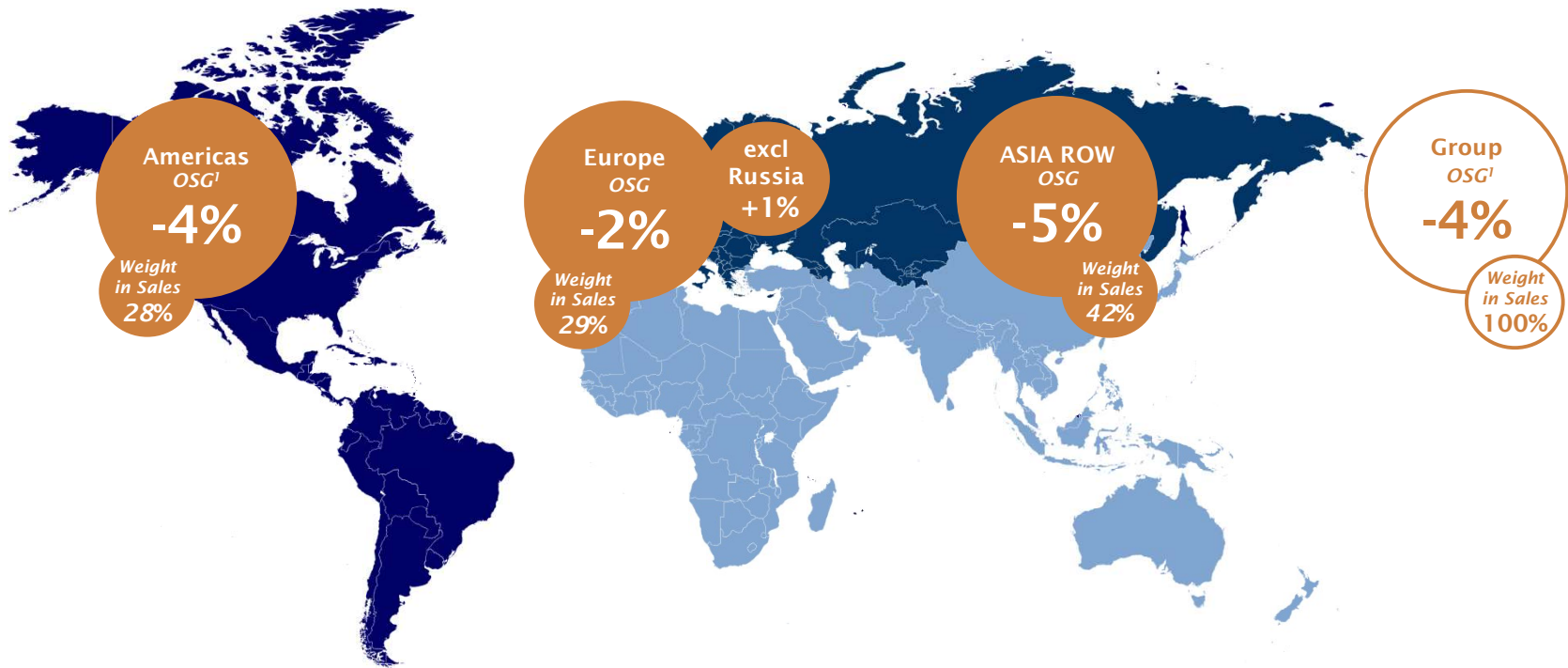
1 Equity Story: best-positioned Player to Deliver Consistent Value Over Time

- Favorable underlying category drivers with highly favorable demographics and increased penetration and premiumization of spirit category
- #2 globally in spirits and #1 in premium market, expected to continue growing at attractive rate in line with premiumization trends
- Unique premium portfolio with leading brands in all key categories and full consumer-centricity, reflecting active portfolio management
- Unique balanced and global scale with direct presence in 60 markets and overall presence in more than 160 countries
- Dual leadership in Chinese and Indian markets, balanced footprint between mature and emerging markets, hence ideally positioned to capture future growth
- Unique cultural values, driving experienced and committed management team and very engaged employees
- Attractive financial profile starting with diversified topline growth benefiting from diversified premium portfolio and broad-based and balanced geographic breadth
- Sustainability and responsibility at core of strategy, with ambitious 2030 goals
- Reference family shareholder with focus on long-term engagement and value creation for all stakeholders

2

Broad-based and balanced geographic breadth helps mitigate the impact of declines in the US & China

Leading and gaining shares in the majority of our markets, except US



(1) Organic Net Sales Growth, Including Travel Retail
(2) LSD Low Single Digit, HSD High Single Digit, MSD Mid Single Digit

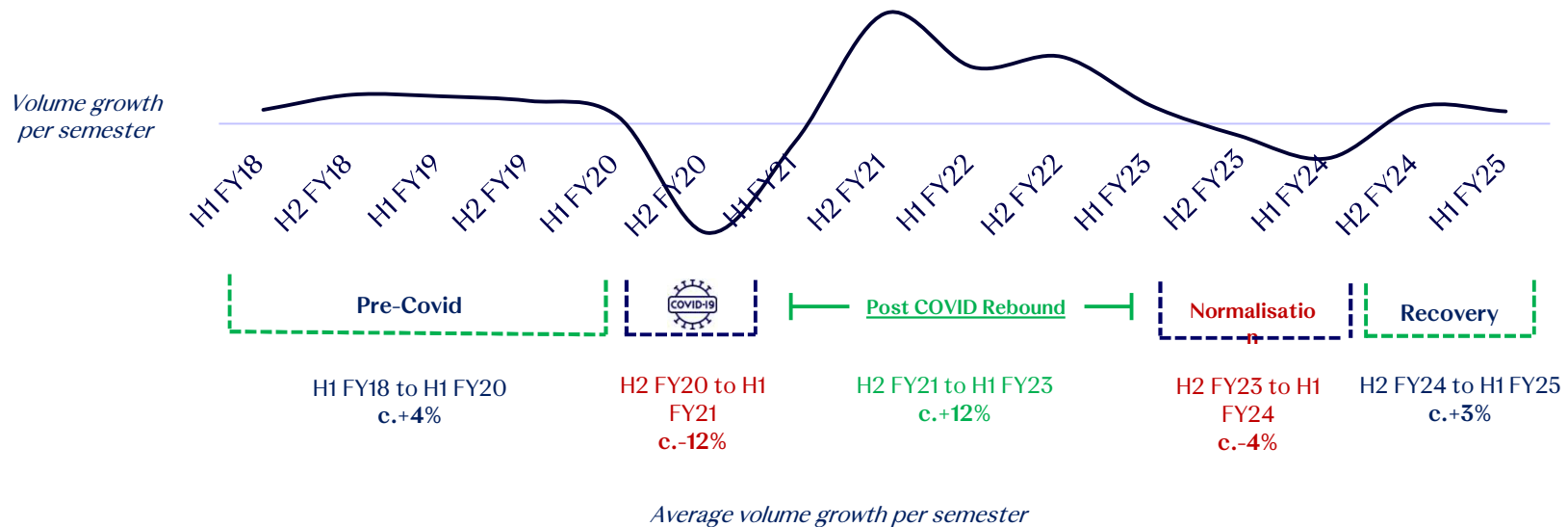
2

Volume recovery continues, following post COVID normalisation



Pernod Ricard
Créateurs de convivialité

H1 FY25 volume +2%, Strategic International Brands flat (impacted by US and China), Strategic Local Brands +4% and Specialty Brands +1%





An experienced Executive Committee leading our ambition



Alexandre Ricard
Chairman & CEO



Hélène de Tissot
EVP Finance & IT



Philippe Guettat
EVP Global Brands



Gilles Bogaert
EVP Global Markets



Maria Pia De Caro
EVP Integrated Operations and S&R



Cedric Ramat
EVP Human Resources

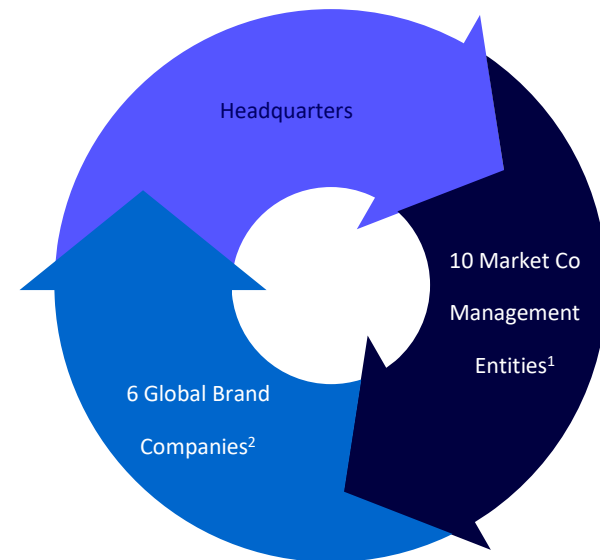


Anne-Marie Poliquin
EVP Legal & Compliance



Conor McQuaid
Chairman & CEO of North America

Agile Operating model empowering teams



(1) Management Entities: North America, LATAM, Northern Europe, Southern Europe, Africa & Middle East, India, China, APAC, Central & Eastern Europe, Travel Retail
(2) Global Brand Companies: Chivas Brothers, Irish Distillers, Martell Mumm Perrier-Jouët, The Absolut Group, Pernod Ricard Winemakers, Havana Club International

3

Diverse, Experienced and Balanced Board



Pernod Ricard

Créateurs de convivialité



Alexandre Ricard (2012)
 • Chairman & CEO (since 2015)
 • Director and member of the Strategy and Sustainable Development Committee of L'Oréal⁽²⁾



César Giron (2008)
 • Chairman & CEO of Martell Mumm Perrier-Jouët
 • Former Chairman of FEVS



Ian Gallienne (2012)
 • CEO of Groupe Bruxelles Lambert⁽²⁾
 • Director at Imerys⁽²⁾, SGS SA⁽²⁾, Adidas AG⁽²⁾
 • Former director at Webhelp



Veronica Vargas (2015)
 • Director of Savencia SA⁽²⁾
 • Permanent representative of Rigivar SL



Patricia Ricard (2021)
 • Permanent Representative of Société Paul Ricard




Carla Leite (2022)
 • Director Representing Employees



Brice Thommen (2021)
 • Director Representing Employees

Independent Directors



Patricia Barbizet (2018)
 • CEO Témarris & Associés
 • Director CMA CGM & ArcelorMittal⁽²⁾
 • Former director of Axa⁽²⁾
 • Chair of the French Association of Large Companies



Namita Shah (2021)
 • Member of the Executive Committee of TotalEnergies SE⁽²⁾
 • Chairwoman of Albatros



Anne Lange (2016)
 • Director at Orange⁽²⁾ and Peugeot Invest⁽²⁾
 • Founder and former Manager at Mentis



Virginie Fauvel (2020)
 • CEO of Harvest
 • CEO of Holding Winnipeg
 • Director at Numeum and OP Mobility⁽²⁾



Kory Sorenson (2015)
 • Director and Chair of the Audit and Sustainability Committees at SGS SA⁽²⁾
 • Member of the Supervisory Board of Bank Gutmann



Philippe Petitcolin (2019)
 • * Former CEO and Director at Safran⁽²⁾
 • Director at EDF
 • Chairman of Alstom⁽²⁾
 • Member and Chairman of Diot-Siaci TopCo



Max Koeune (2023)
 • President and CEO at McCain Foods
 • Former Group Head of Corporate Development at Danone

Legend:

- I I – Independent Director⁽¹⁾
- L L – Lead Independent Director
- E E – Director representing the Employees
- A A – Audit Committee
- N N – Nominations and Governance Committee
- C C – Compensation Committee
- S S – Strategic Committee
- S&R S&R – CSR Committee
- Committee Chair

(1) In accordance with the AFEP-MEDEF Code
 (2) Listed company

Detailed biographies of Directors included in Appendix

Committed Board to ensure effectiveness of decision making to meet Group challenges



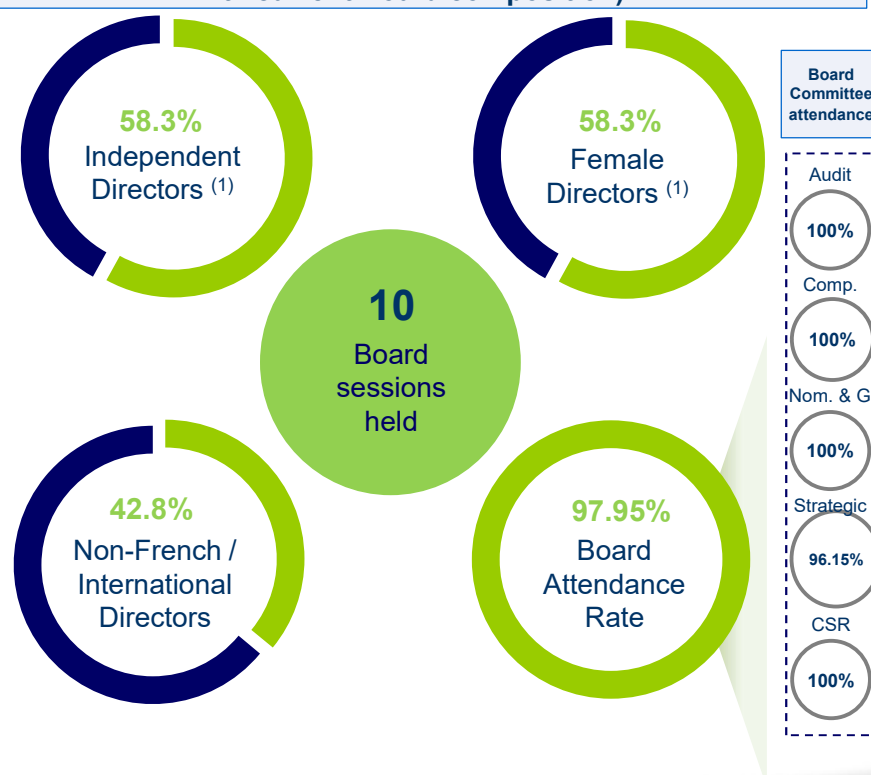
Pernod Ricard

Créateurs de convivialité

Board Practices

- Robust director selection and appointment process, led by the Nominations and Governance Committee, which considers the appropriate set of skills, backgrounds and functional diversification in its selection while assessing the Board diversification to ensure performance.
- Most recently, the Nominations and Governance Committee and the Board of Directors decided to reconduct the mandate of Virginie Fauvel, Alexandre Ricard and César Giron. Virginie Fauvel brings to the Board her extensive expertise in technology and digital transformation and is a well-known member of the fintech community. César Giron brings to the Board his in-depth knowledge of the Group's industry and one of its key markets.
- Average tenure of 5 years (for independent Directors)
- Significant Board engagement on long-term growth
- An internal assessment of the Board operations on the basis of individual interviews with each Directors performed by LID during FY24 (external assessment with third party to be performed over FY25')
- Executive Sessions, excluding top management, held once a year to assess operations of the Board and succession planning.
- A full-day training event devoted to strategic issues, in particular in relation to the climate change risks and opportunities that could have an impact on the Group over a timeframe extending beyond those usually addressed when drawing up the Group's three-year plans
- Codes of Conduct for Directors and employees
- High level of dedication of our Directors, with exemplary Board and Committee attendance rates
- All practices comply with the recommendations of the AFEP-MEDEF Code

Board Highlights (FY23/24 as disclosed in 24' URD and updated with current Board composition)



(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 proportion of females on the Board of Directors



3 Balance of Power



Pernod Ricard
Créateurs de convivialité

- Alexandre Ricard serving as Chairman-CEO since February 2015:
 - Alexandre Ricard brings deep insight into the Group's history, business and operations that make him uniquely qualified to serve as Chairman and CEO. Accordingly, the Board believes that Alexandre Ricard's service as both Chairman and CEO is a significant benefit to the Group and provides more effective leadership than could be achieved under a different structure — Note that 30% of CAC40 companies have combined Chairman and CEO roles
 - As CEO, he combines the experience and the legitimacy of a leader for both Pernod Ricard and the industry
 - As Chairman, he ensures a long term vision for the Group and the performance of the company since his arrival in 2015 confirms this. Having this long term vision allows us not to be short term focused which is fully aligned with our shareholders' interest
 - Finally, the combined Chairman and CEO role allows for faster decision-making and agility, balanced by low financial authorisations as well as the creation of a Lead Independent Director position
- Patricia Barbizet appointed Lead Independent Director in January 2019:
 - In charge of Board's shareholder engagement relationship, in particular on corporate governance matters
 - Oversees efficiency of Company's governance and submits proposals to continue to improve and reinforce Pernod Ricard's governance profile
 - Since taking up her position, the Lead Independent Director has in particular, along with the Senior Management and the Investor Relations Department, met several times with Company's main investors to discuss the Company governance, as well with a large part of the teams of Pernod Ricard and some of its affiliates. She has also carried out an annual assessment of the functioning of the Board of Directors based on interviews with each of the Directors
 - Patricia Barbizet is also Chair of the Nominations and Governance Committee as well as the CSR Committee

3 CEO compensation reviewed last year to reinforce pay for performance, alignment with shareholders and consistency with market

MAIN ITEMS OF THE COMPENSATION POLICY

Fixed Compensation	€1,325,000
Variable Compensation	Target: 110% of fixed compensation Maximum: 180% of fixed compensation <u>Performance conditions:</u> <ul style="list-style-type: none"> Financial criteria: target 80% and maximum 135% Non-financial and qualitative criteria: target 30% and maximum 45%
Long-term variable compensation	Maximum amount: 100% of fixed and maximum annual variable compensation, subject to performance conditions
Supplementary pension scheme	20% of fixed and variable compensation (10% in performance shares and 10% in cash)

FUNDAMENTAL 3 PRINCIPLES OF THE CEO'S COMPENSATION POLICY

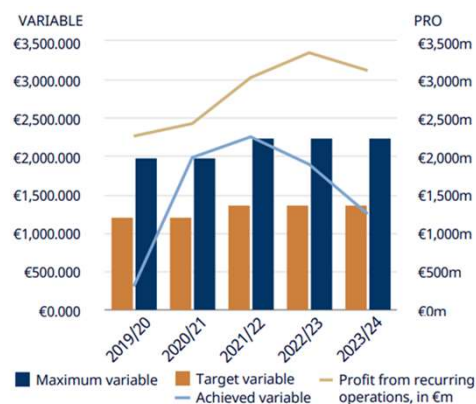
Aligning the interests of the CEO and shareholders

- Substantial proportion of compensation in the form of **shares**
- Reinforced vesting scales** for the performance conditions in the long-term incentive plan (external and CSR conditions)
- Value creation (TSR) accounting for 30%** of the long-term incentive plan

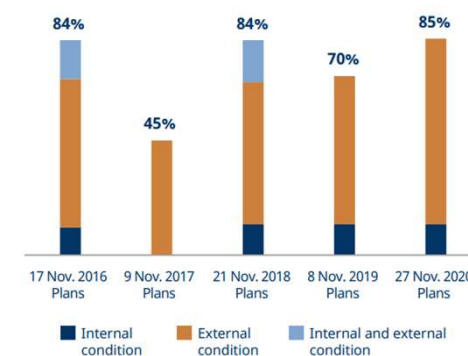
Rewarding performance

- 74%** of the CEO's compensation **subject to performance conditions** (*fixed + target STI + FY25 LTI grant, incl. supplementary pension scheme*)
- No offsetting effect** between the criteria for the financial and non-financial criteria of the annual variable compensation
- Ambitious short- and long-term performance objectives based on demanding and a majority of quantifiable, financial and non-financial criteria, leading to a **payout linked to the Group's performance**

CEO's achievement of performance conditions for annual variable compensation in line with Group results



Past vesting rates for the CEO's long-term incentive plans



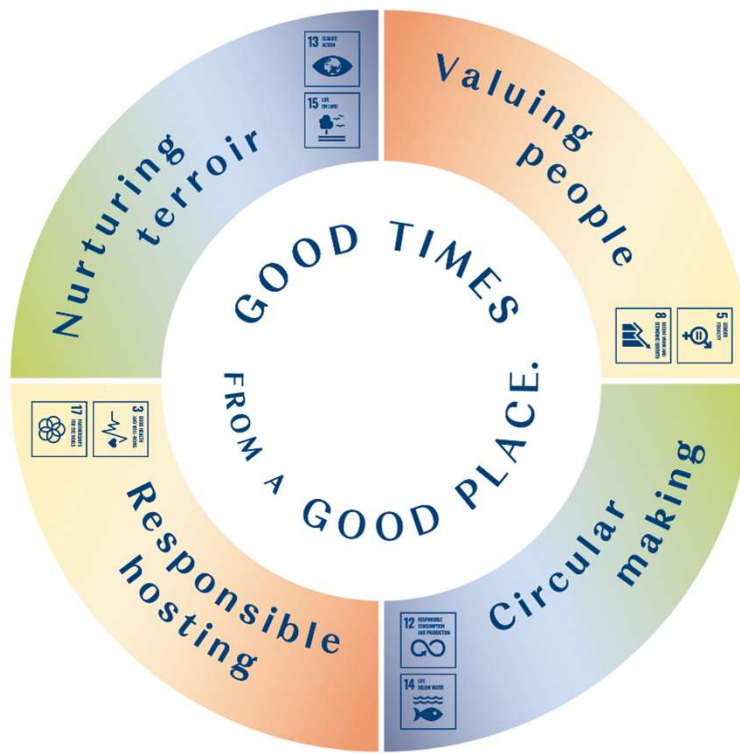
Ensuring the CEO's compensation is market-competitive

- CEO's target compensation (*fixed + target STI*) and total compensation (*fixed + target STI + FY25 LTI grant*) are **in line with the median of CAC 40 companies**, and **below the median of international peer panel*** (2023 data)

*Peers: ABInBev, Brown Forman, Campari, Carlsberg, Constellation Brands, Diageo, Heineken and Rémy Cointreau



Growing sustainably and responsibly from grain to glass



- **2030 Sustainability & Responsibility roadmap** fully embedded in our business, addressing our material risks and directly supporting the UN Sustainable Development Goals (SDGs)

- **Robust governance**, dedicated CSR Board Committee and a joint CSR & Audit Committee, short and long-term incentives (LTIP, Executive Committee bonuses), 2 sustainability-linked financings & 1 revolving credit facility

- **Strong progress across** all areas and currently strengthening reporting process and strategy in line with Corporate Sustainability Reporting Directive (CSRD) requirements



Strong progress across our 4 pillars

Nurturing Terroir



- ✓ Risk mapping of raw materials
- ✓ Regenerative viticulture pilots in 8 wine regions
- ✓ 11,000+ farmers supported & trained
- ✓ All direct affiliates with a biodiversity program

Valuing People



- ✓ Gender pay equity
- ✓ Nearing gender balance among top management (38% women in FY24)
- ✓ Significant progress on H&S (-43% frequency rate between FY22 & FY24)

Circular Making



- ✓ -30% Scopes 1 & 2 non-FLAG & -9% FLAG emissions vs FY22
- ✓ -12% reduction in water consumption intensity vs. FY18
- ✓ 91% renewable electricity
- ✓ 99% packaging and POS recyclable, reusable or compostable

Responsible Hosting



- ✓ Digital e-label rolled out (500M+ bottles)
- ✓ Reached 600M people online with Drink More Water & another 32M in on-trade activations
- ✓ 18,000+ bartenders trained with Bar World Of Tomorrow



71

I Say score in 2024 for employees feeling engaged with S&R roadmap

94%

of employees said the Group's commitment to S&R makes them feel proud



Consistent strong scores from ESG rating agencies

MOODY'S | ESG Solutions

Advanced Status

ecovadis



Gold Recognition level
Among top 3% W&S industry



Water: A- | Climate: A

MSCI
ESG RATINGS



CCC B BB BBB A AA AAA

AA rating (scale: CCC to AAA)

Rated



McKinsey SUSTAINALYTICS

Score of 17.2 (Low Risk)
2/71 Beer, Wine and Spirits
5/563 Food & Beverage



**Europe & Global Corporate Social
Responsibility Index**



FTSE4Good

FTSE4Good Index Series

Corporate
Responsibility



rated by
ekom research

Prime Status
CAC40 ESG inclusion



Pernod Ricard

Créateurs de convivialité

Appendix

Pernod Ricard Board Biographies



Alexandre Ricard (52) – Chairman & Chief Executive Officer

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 for Accenture (strategy consulting) and Morgan Stanley (mergers and acquisitions consulting), he joined the Pernod Ricard Group in 2003 in the Headquarters Audit and Development Department. 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 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 team as Managing Director, in charge of the Distribution Network and became a member of the Executive Board. Alexandre Ricard was the permanent representative of Société Paul Ricard (a Director of Pernod Ricard) from 2 November 2009 until 29 August 2012, when he was co-opted as a Director of Pernod Ricard himself and appointed Deputy Chief Executive Officer. On 11 February 2015, he was appointed Chairman & CEO of the Group by the Board of Directors.

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



Patricia Barbizet (69) – Lead Independent Director

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

In 1989, she joined the Pinault Group as Chief Financial Officer and in 1992 she became Chief Executive Officer of Artémis, the Pinault family's investment company, a position she held until 2018. From 2014 to 2016, she was also CEO & Chairwoman of Christie's International and chaired the Investment Committee of Strategic Investment Fund (SIF) from 2008 to 2013. She is currently Chairwoman of Temaris & Associés, Chairwoman of Zoé SAS, and director of Columbus.

In April 2018, she was appointed Chairwoman of the Supervisory Board of Investissements d'Avenir France 2030. She was Chairwoman of the French High Committee on Corporate Governance (Haut Comité de Gouvernement d'Entreprise) from 2018 to 2023. She has been Chairwoman of the AFEP since 1 July 2023.

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

Pernod Ricard Board Biographies



Virginie Fauvel (50) – Independent Director

Virginie Fauvel is a graduate of engineering 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 then heading up the e-business France BU. She joined BNP Paribas' French retail bank in 2009 to manage and develop online banking, before becoming head of BNP Paribas' Online Banking Europe BU in 2012. In this role, in 2013, she launched "HelloBank!", the first 100% mobile European bank, in Italy, France, Belgium and Germany. In July 2013, she joined Allianz France as a 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. In January 2018, she then became a member of the Management Board of Allianz Trade (formerly known as Euler Hermes), in charge of the Americas region and of the group's transformation.

In September 2020, she became Chief Executive Officer of Harvest SAS, a software publisher specialising in financial and wealth management consulting. She has co-chaired the MEDEF's Digital and Innovation Commission since 2023.

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



Ian Gallienne (53) – Director

Ian Gallienne has been Chief Executive Officer of Groupe Bruxelles Lambert since January 2012.

He holds an MBA from INSEAD. 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.

Ian Gallienne has been a Director of Groupe Bruxelles Lambert since 2009, Imerys since 2010, SGS since 2013 and Adidas since 2016.

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



César Giron (62) – Director

After graduating from the Emlyon Business School (formerly called École Supérieure de Commerce de Lyon), 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 Chief Executive Officer of Wyborowa SA in Poland in December 2003.

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

César Giron is Chairman of the Management Board of Société Paul Ricard.

César Giron is a grandson of Paul Ricard, the founder of Société Ricard.

César Giron has been a Director of Pernod Ricard since 2008.

Pernod Ricard Board Biographies



Max Koeune (51) – Independent Director

After graduating from the École Supérieure de Commerce de Paris (ESCP Europe), Max Koeune began his career in 1995 with Baring Brothers, where he was an M&A specialist. He joined the Danone Group in 1998 in the Corporate Development team and in 2005 became Finance Director of Bonafont, Danone's bottled water affiliate in Mexico. In 2008, he was appointed Finance Vice President of the Americas Beverages division at Danone, before becoming Group Head of Corporate Development in 2009, a position he served in until 2012. In January 2013, he joined the Canadian group McCain Foods Limited as Chief Financial Officer, and in 2017 became President & CEO, his current position.

Max Koeune has been a Director of Pernod Ricard since 2023.



Anne Lange (56) – Independent Director

A French citizen and graduate of the Institut d'Études Politiques de Paris and of the École Nationale d'Administration (ENA), 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, Anne Lange took up the role 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 worked at the Cisco Group, successively holding the positions of Director of Public Sector Europe, Executive Director Global Media and Public Sector Operations (in the United States) and Innovation Executive Director in the Internet Business Solution Group division.

She then became an entrepreneur and founded Mentis in 2014, a start-up specialised in the technology of application platforms and connected objects, and worked with major groups on mobility solutions and management of urban space, placing it at the centre of the smart cities revolution. After selling Mentis, Anne Lange became an active business angel with a keen eye for identifying innovation. She acts as Senior Advisor for start-ups, large technology groups, strategy consulting firms and more traditional companies looking to find their own way along the transformation path. She is a member of the Boards of Directors of several listed companies (Orange, Pernod Ricard and Peugeot Invest). Anne Lange has expertise in innovation and digital technology developed over some 20 years in both the private and public sectors and from a global perspective.

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



Philippe Petitcolin (71) – Independent Director

Having held various positions within Europrim, Filotex (an subsidiary of Alcatel-Alstom) and Labinal (now Safran Electrical & Power), Philippe Petitcolin joined Snecma (now Safran Aircraft Engines) in 2006 as Chairman and Chief Executive Officer. From 2011 to 2013, he served as Chief Executive Officer for Safran's defence and security operations as well as Chairman and Chief Executive Officer of Safran Electronics & Defense. Between July 2013 and December 2014, Philippe Petitcolin was Chairman and Chief Executive Officer 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, Philippe Petitcolin was appointed a Director of Safran by the Shareholders' Meeting and Chief Executive Officer by the Board of Directors. On the same date, he became a member of the Board of the Aerospace, Security and Defence Industries Association of Europe (ASD). In July 2015, he became Vice Chairman of Gifas (French Aerospace Industries Association). In 2015, he was also appointed to the Board of Belcan Corporation, an engineering services provider, and has been a Director of EDF since May 2019.

Philippe Petitcolin 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.

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

Pernod Ricard Board Biographies



Veronica Vargas (43) – Director

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

She started her professional career in 2006 in the Lafarge Supply Chain team in Paris. In 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 participating in their strategic financing operations, including acquisitions, spin-offs and share buybacks.

Veronica Vargas is the permanent representative of Rigivar SL, a company that has been a member of the Supervisory Board of Société Paul Ricard since 2009.

She has also been a member of the Business Policy International Advisory Board of the San Telmo Business School since 2020, and the Investment Committee of the Africa Conservation & Communities Tourism Fund since 2021.

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

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



Brice Thommen (45) – Director representing employees

Brice Thommen, a Swiss and French national, is a graduate of the IAE Aix-Marseille Graduate School of Management. He began his career at Roche in 2001, where he held several positions in pharmaceutical development in Switzerland and the United States.

In 2013, he became a business analyst at Naval Group and then at Airbus Helicopters. At the end of 2015, he joined the Pernod Ricard Group as Financial Business Analyst for Ricard and Pernod, a role he held until 2019, when he became Master Data Manager for Pernod Ricard France.

In November 2021, following his designation by the Group Committee (France), he was appointed a Director representing employees on Pernod Ricard SA's Board of Directors.

Highly involved in the Group, Brice Thommen has also held several employee representative positions within the Group (elected member of the Social and Environmental Committee at Ricard and then Pernod Ricard France and member and secretary of the Group Committee France).



Carla Leite (59) – Director representing employees

Carla Machado Leite, an Italian and Portuguese national, is a graduate in Business Management from Lusíada University in Lisbon.

She joined Pernod Ricard Portugal, based in Lisbon, in 1999 as a Controller and Group Reporting Manager.

After the acquisition of the Seagram brands in 2001, she was tasked with creating the Export Department to introduce, expand and develop local Portuguese brands in various international markets, a role she still holds today.

In 2014, she joined Pernod Ricard's European Works Council as a member of the Select Committee. After serving as Secretary of this working group until 2022, she was appointed to the Board of Directors of Pernod Ricard SA in November 2022 as a Director representing employees.

Pernod Ricard Board Biographies



Patricia Ricard (61) – Permanent Representative of Société Paul Ricard, Director

Patricia Ricard has been a Director of the Paul Ricard Oceanographic Institute since 1986 and its Chairwoman since 2005. From 2010 to 2015, she was a member of the French national Economic, Social and Environmental Council. She is also Vice President and spokesperson for the Ocean & Climate Platform, as well as a member of the France Ocean Committee set up by the French Ministry of Ecological Transition.

Patricia Ricard is a granddaughter of Paul Ricard, the founder of Société Paul Ricard.



Kory Sorenson (55) – Independent Director

Kory Sorenson is a British citizen born in the United States. Her executive career was in finance, with a strong focus on capital and risk management. She holds a D.E.S.S. from the Institut d'Études Politiques de Paris, a Master in Applied Economics from the University of Paris Dauphine and a B.A. from the American University, Washington, D.C. in Political Science and Econometrics. She has also followed executive programmes from Harvard Business School (2013), INSEAD (2016) and Stanford Graduate School of Business (2020). Kory Sorenson held the position of Managing Director, Head of Insurance Capital Markets at Barclays Capital in London, where her team developed groundbreaking capital management transactions and executed, securitisation, M&A, equity, hybrid capital and hedging transactions for major European insurers. Prior to that, she headed the insurance capital markets team at Credit Suisse and the financial institutions debt capital markets team for Lehman Brothers in Germany, Austria and Holland. She began her career in investment banking at Morgan Stanley and in finance at Total.

Kory Sorenson is currently a director and Chair of the Audit and Sustainability Committees at SGS SA (listed in Switzerland), a member of the Supervisory Board of Bank Gutmann, a private bank in Vienna, a member of the Board of Partners of Comgest in Paris, and the Chair of the Audit and Risk Committees of Premium Credit Limited and The AA Limited in the UK.

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



Namita Shah (55) – Independent Director

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 she specialised in arranging project financing.

In 2002, she joined the team in charge of mergers and acquisitions at the Total group and, in 2008, was appointed Business Development Manager in Australia and Malaysia in the New Business Department. From 2011 to 2014, she held the position of General Manager 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 President, 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.

Namita Shah has been a Director of Pernod Ricard since 2021.

Robust New Executive Compensation Policy - Appendix

