

PRESS KIT
PERNOD RICARD | 2025

Celebrating



years of conviviality



50 years of conviviality: Pernod Ricard, a global success story



Pernod Ricard's story began in 1975 with the coming together of two visionary business leaders. Fifty years on, as the global leader in international premium spirits, Pernod Ricard is continuing to shape the art of conviviality. Its unique, authentic and enduring brands help nurture deep emotional connections with consumers and are a synonym for enjoyment and togetherness throughout the world.

1975:

The Pastis alliance

At the start of the 1970s, Paul Ricard and Jean Hémard, both at the helm of two hugely successful rival companies, decided to join forces. In 1975, after several years of negotiations, they formed an alliance, ending a rivalry that was costly to both sides within an economic environment seriously impacted by the first oil crisis.

The Ricard and Pernod companies merged, committed to remaining true to the family spirits that had guided their respective development.



The purpose of this alliance was

“to withstand international competition and (...) find new business opportunities abroad, sometimes in very distant lands”

states Jean Hémard in the 1975 Annual Report. In that year, Pernod Ricard generated more than 86% of its revenue in France.

And that is how two iconic companies – Ricard, the Provençal aperitif par excellence and Pernod, France’s oldest anise-based spirit – came together.

The story of Ricard is synonymous with the extraordinary entrepreneurial adventure of Paul Ricard, who turned his Marseille pastis, created in 1932, into a thriving business, thanks to his avant-garde approach to communication. Publicity merchandise bearing the Ricard name, catchy slogans and major events like the delivering of product to bars in Paris on camelback at the height of the Suez oil crisis in 1956, are all synonymous with Ricard’s audacious communication approach.

Created in the 19th century, Pernod built its success on the production of absinthe, before venturing into pastis and launching Pastis 51 in 1951.



Group Portfolio

1975

Conquering the market

From 1978, under the leadership of Patrick Ricard, the Group underwent a huge expansion, driven by its founding principles: passion for products, close links with customers and consumers, an obsession with business performance, employee engagement and company commitment to society.



The 1980s and 1990s heralded the first major phase of Pernod Ricard's international expansion, marked by the acquisition of the US company Austin Nichols and its bourbon Wild Turkey in 1979, which represented the Group's first foothold in the North American market. This was followed by the acquisitions of the Italian company Ramazzotti and its Amaro liqueur and then Irish Distillers and its celebrated Jameson whiskey in 1988. In 1989, Pernod Ricard began operating in Australia and New Zealand with the acquisition of Orlando wines, before expanding into Argentina in 1992 and Spain in 1997.

True to its pioneering spirit, the Group passed a major milestone in Cuba: in 1993, Pernod Ricard became one of the first foreign companies to set up a joint venture with Cuba Ron SA to support the overseas expansion of the island's famous Havana Club rum. The Group's two decades of international expansion ended with the purchase of the Armenian brandy Ararat, in 1999.

In parallel with the expansion of its portfolio of wines and spirits, Pernod Ricard also built strong positions in the non-alcoholic beverages sector, namely with SIAS-MPA, the largest global producer of fruit preparations for the dairy industry. Similarly, in 1982, the Group launched Pacific, the first non-alcoholic anise-based aperitif.

Pernod Ricard gradually rolled out its international structure, opening local subsidiaries and developing strategic partnerships for the distribution of its products in Singapore, Japan, Vietnam and South Korea. In 1994, a joint venture was created in China (Beijing Pernod Ricard Wines & Spirits), two years after the Chinese market was opened up to foreign capital. The Group's expansion continued in Eastern Europe, in Poland and Hungary, and it also began operating in Sweden and Norway as well as South Africa. In 1995, Pernod Ricard set up a joint venture in India, as a gateway into this complex yet high potential market.

In the 1990s, the Group became the third largest wine and spirits company worldwide, increasing its revenue tenfold and generating more than half of its sales outside France, representing a huge international success story.

“Our team spirit has been consolidated over the years, positioning our federation of small scale companies as one of the largest multinationals in the drinks industry.”

Patrick Ricard, Annual Report 1989.

RAMAZZOTTI

1985

JAMESON

1988

MIDLETON
VERY RARE
Dair Ghaelach

REDBREAST
SHOULD NOT BE STILL
WITH RESERVE

JACOB'S CREEK

1989

Havana Club

1993

ARARAT
THE ARMENIAN BRANDY
1887

1999

The new millennium

The 2000s marked a major turning point, representing a change of scale for the Group. Thanks to the acquisition of iconic brands through the purchase of Seagram in 2001 (Chivas Regal, Martell, Royal Salute and The Glenlivet), Allied Domecq in 2005 (Ballantine's, Perrier-Jouët, Beefeater, Malibu) and Vin & Sprit in 2008 (Absolut), Pernod Ricard became the world number two in the sector.



The strategy was clear: establish strong positions in premium categories and build a portfolio that was both wide and diversified. Each acquisition reflected the same desire, in line with the Group's DNA: to preserve the history, *terroirs*, *savoir-faire* and authenticity of each brand. A number

of them, like Martell, Jameson, Chivas and Perrier-Jouët, were inextricably linked to their founders and had strong identities that Pernod Ricard intended to showcase, pursuing its work as a builder of brands.

These years were also testament to Pernod Ricard's commitments to corporate responsibility. From early on, the Group was involved in combatting alcohol abuse. In 2007, it became the first global Group in the sector to include warnings on all its bottles in Europe highlighting the dangers of drinking during pregnancy. Two years later, it launched *Responsible Party*, a prevention programme aimed at students and implemented in partnership with Erasmus Student Network. In 2011 came *Responsib'All Day*, a community outreach day involving all employees around the world.

“If we have come a long way in 30 years, it is primarily because our Group is characterised by respect for brands and for people in the wider sense. Respect for our employees, as well as for our customers, consumers, suppliers and society as a whole.”

Patrick Ricard, Annual Report 2005.



Developing sustainable and responsible growth

Under the leadership of Alexandre Ricard, who took the helm of the Group in 2015, Pernod Ricard underwent a transformation whilst respecting its identity as a *créateur de convivialité*. The Group further strengthened its portfolio, now recognised as the most comprehensive in the industry, as well as its environmental and social commitments, notably driven by the CSR roadmap, *Good Times from a Good Place*, launched in 2019.



2014



2016



2017

A new phase of digital acceleration began, focused on the use of data and artificial intelligence, with the launch of Key Digital Programmes helped to optimise marketing, probe consumer choices and fine tune pricing and promotions. These tools have helped Pernod Ricard to adapt and respond even further to its consumers' changing tastes and desires.

The premiumisation strategy initiated in the early 2000s intensified, driven by a strong underlying trend that the Group successfully leveraged: the search for authenticity, quality and transparency led by a new generation of consumers, who aspired to a better quality of life and memorable experiences.

The Group grew stronger in the premium and prestige categories by completing targeted acquisitions of artisan brands with strong growth potential, notably in gin, with Monkey 47, Malfy and Ki No Bi, tequila with Avión and Código 1530, bourbon with Jefferson's, flavoured whisky with Skrewball and mezcal with Del Maguey and Ojo del Tigre.

This strategy was rolled out in line with the Group's ethos, protecting the roots, *terroirs* and expertise of the brands, whether centuries old or more recent.

In 2023, Pernod Ricard inaugurated The Chuan, a Chinese distillery combining the ancestral *savoir-faire* of Scotch whisky master distillers and quality from Chinese *terroirs*, becoming the first international group to produce malt whisky in China.

In parallel, Pernod Ricard developed its portfolio of ready-to-drink and ready-to-serve beverages, as well as its no-alcohol offering- a range of innovations that target mainly those new generations of consumers.

The Group also provided greater transparency to its consumers and launched its digital labelling – the first to be rolled out globally by a wine and spirits group – which provides consumers with all the information necessary to make informed choices.



Protecting the planet and the communities is essential to Pernod Ricard. To manufacture its products, the Group relies on approximately one hundred ingredients derived from the land. The CSR roadmap is fully integrated into the entire value chain, from *terroir* to glass.

The Group undertook profound changes early on which have already borne fruit and will have a significant impact over the long-term, such as sustainable water management, the transition towards carbon-neutral production sites and regenerative farming. Innovative solutions have also been rolled out for packaging (weight, ability to recycle materials) and distribution (packaging in glass containers with EcoSPIRITS, transportation by sail-powered cargo ships).

Pernod Ricard is now world number one for international premium spirits, with the most diversified portfolio on the market and an unparalleled distribution network, covering more than 160 countries, which ensures its close proximity to consumers.

The Group generates 95% of its sales outside of France. Its strong international presence, the result of its primary ambition, enables it to have a geographic balance between the Americas, Asia and Europe/The rest of the world, as well as between mature and emerging markets. Pernod Ricard frequently occupies the position of leader in its segment, which is the case within the Indian and Chinese markets, for example.

“The passion that drives us is shared by all employees, and it is so true that our Group has a soul. The diversity of our talents and their individual personalities and perspectives are at the heart of our success.”

Alexandre Ricard, Annual Report 2024.



2019



2020

Tomorrow, an increasingly discerning conviviality

Shaping the future of an increasingly sustainable and meaningful conviviality, anticipating trends, keeping its winning spirit intact, protecting its heritage and rising to upcoming challenges without ever sacrificing its culture – this is Pernod Ricard's new frontier, as it looks ahead to the next 50 years.

In a world undergoing enormous change, characterised by numerous political, economic, environmental and societal challenges, the Group remains attuned to the aspirations of consumers and intends to address them with agility. At a time when hyperconnectivity fosters a sense of loneliness, the need for interactions and shared experiences in the real world has never been greater.

To mark its fiftieth anniversary, and with this in mind, the Group has joined forces with One Young World – the international summit for young leaders – through the creation of the “WE Award: Together Against Loneliness” which recognises five projects proposing solutions to help prevent and combat loneliness, as well as to help develop social environments with a positive impact.

For 50 years, Pernod Ricard's *raison d'être* has remained the same – to be creators of conviviality, by making every interaction a source of inspiration.

Thanks to the dedication of its teams, the Group will continue to follow the path of sustainable growth that respects the planet and its communities, by developing products that promote social interaction and sharing, with the aim of making Pernod Ricard the gold standard for its brands and its premium experiences.

“We continue to follow this course today, preserving the spirit, authenticity and heritage of our brands, nurturing strong links with our consumers and trade clients throughout the world. It is this deep desire to make human connections and build genuine and meaningful relationships that has always driven our Group.”

Alexandre Ricard.



SOVEREIGN BRANDS
A FAMILY COMPANY OF FINE WINE & SPIRITS

CHÂTEAU
SAINTE MARGUERITE
CRU CLASSÉ CÔTES DE PROVENCE

ACE
BEVERAGE
GROUP

Tequila
CÓDIGO
1530

SKREWBALL
PEANUT BUTTER FLAVOUR

2021

2022

2023

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Emmanuel VOUIN

Head of External Communications
emmanuel.vouin@pernod-ricard.com

Jessica WHYTE

International Press Relations Manager
jessica.whyte@pernod-ricard.com



Pernod Ricard

Créateurs de convivialité