SUSTAINABILITY AND CONVIVIALITY STRENGTHENING PERFORMANCE

CONOR MCQUAID
Chairman & CEO IDL

VANESSA WRIGHT
Chief Sustainability Officer
Unlock the magic of human connection by bringing Good Times from a Good Place
Elevating our S&R commitments

**November 2020**
Creation of S&R Board committee

**April 2022**
Launch of first sustainability-linked bond in the industry

**November 2021**
LTIP/annual bonus linking executive pay to S&R performance

**July 2022**
New Burex role - S&R, Corporate Communications & Public Affairs
Increasing interest around sustainability in the global W&S conversation

Key areas of interest within conversation about alcohol & sustainability

1. Social listening shows increasing awareness among consumers

1. Bloom
NURTURING TERROIR
Transitioning with our farmers and communities

- Terroir mapping and risk assessment (2022)
- Pilot 8 regenerative agriculture schemes (2025)
- Partner with 5,000 farmers (2030)
- 100% direct affiliates with biodiversity projects (2030)
- 100% certification (2030)
- Mitigation plans for all raw materials (2030)

10 regenerative agriculture pilots underway¹

10,000 Farmers supported and trained¹
VALUING PEOPLE
Learning and sharing with our customers

- Gender pay equity (2022)
- To be best in class in Health & Safety (2025)
- Align Human Rights policy with UNGP¹ (2025)
- Engage all suppliers in procurement programme (2025)
- Employee future-fit training every 3 years (2030)
- Train 10,000 bartenders on BWOT (2030)
- Gender balanced top management (2030)

1,600
bartenders trained on The Bar World of Tomorrow²

¹ United Nations Guiding Principles,
² June 2021
CIRCULAR MAKING
Investing in a carbon neutral future

100% renewable electricity
(2025)

100% water balanced in
high-risk watersheds
(2030)

20% water use reduction
(per litre of pure alcohol)
(2030)

-50% overall carbon intensity (2030)
& net zero trajectory (2050)

Scope 1&2
Investment in sustainable technologies

8%
Reduction in water consumption since 2018

53%
Water replenished in high-risk areas

2. June 2021
CIRCULAR MAKING
Innovating with our partners and suppliers

1. June 2021,
2. announced in 2022

95%
Packing & POS reusable, recyclable or compostable\(^1\)

1
New closed-loop distribution model launched\(^2\)

100% ban on single-use plastic POS (2021)
Eco-design principles for all NPD (2022)
100% packaging recyclable, reusable or compostable (2025)
Pilot 5 R&D circular distribution projects (2030)
x10 recycling projects countries lowest rates (2030)
RESPONSIBLE HOSTING
Raising awareness with our consumers

- Maintain 100% employees trained on MOOC
- 95% compliance with IARD’ Digital Guiding Principles (2024)
- Rollout digital labels (2024)
- Rollout global industry standards for e-commerce (2025)
- All markets to contribute to at least one global or local initiative (2025)
- ‘Responsible Host’ experience for 10m visitors (2030)
- Roll out of at least 12 marketing campaigns by strategic brands (2030)

Drink More Water: this is how Pernod Ricard is trying to lead the way and empower young adults to make the right choices.

110m
Reach with “Drink More Water” - Responsible Party

Digital labels roll out to start in Europe with major brands in 2022

1. International Alliance for Responsible Drinking, 2. June 2021, 3. announced in 2022
EMPLOYEE ENGAGEMENT

Involving all our employees on our S&R journey

Global engagement initiatives

Local engagement initiatives
ACCELERATING our S&R roadmap

INVESTING in a carbon neutral future

INNOVATING to drive greater circularity