THE CONVIVIALITY PLATFORM
STRETCHING GROWTH IN ASIA, FOCUS ON CHINA AND INDIA

PHILIPPE GUETTAT
Chairman & CEO
Pernod Ricard Asia

HERMANCE DE LA BASTIDE
VP Corporate Affairs, S&R
Pernod Ricard Asia

RAJESH MISHRA
Chief Operating Officer
Pernod Ricard India
Transform & Accelerate winning strategy driving very strong rebound in Asia

The consistency of the Transform & Accelerate strategy to drive profitable and sustainable growth has culminated in PR Asia growing +14% FYTD Mar 2022

Pernod Ricard India and Pernod Ricard Other North Asia are driving growth, with acceleration in Pernod Ricard Korea

Zoom on China and India

Pernod Ricard is a strong Market Leader in China and India...

... with a strong recovery outperforming pre-Covid peak

Pernod Ricard Asia Organic Net Sales, 9M FY21 vs. 9M FY22 in green

1. Source: IWSR China (Cognac, Whisky excluding Japanese & American, Vodka)

2. Source: IWSR India (Operating segments)
Asia Consumer Growth Trends
Leveraging Asia consumer trends through

Rise of the Middle Class….

- Generates massive opportunities for recruitment and premiumization

+1.5 bn Asian consumers will enter the Middle Class between 2020 and 2030

Gen-Z are increasingly free to have individual expression…

... leading to new opportunities in terms of channels, MOCs and products

60% of Gen-Z (18-24) in Asia claim they are willing to explore new flavors

Aspiration for a healthier lifestyle…

65% consumers in Asia claim they are “always or often influenced by how a product impacts their health”

Source: Statista

Source: Just-Drinks

Source: Just-Drinks
Asia Consumer Growth Trends
Leveraging Asia consumer trends through

- Post-Pandemic lifestyle transformation...
  - ... opens new opportunities in home consumption and home entertainment
  - 40% of Gen-Z consumers in Singapore claim they make Cocktails at home, inspired by Youtube tutorials
  - Source: Just-Drinks

- The Female empowerment trend...
  - ... creates new opportunities in terms of categories and occasions
  - +55% female buyers every year for the past 5 years at Sotheby’s wine & spirit auctions in HK & China
  - Source: Jing Daily

- Hyper-connectivity enabled by technology...
  - ... multiplies the opportunities to engage with our consumers
  - Asia is expected to account for 50% of AR/VR revenue worldwide by 2026
  - Source: Business Standard
The Conviviality Platform
KDPs at the core of the strategy in China
Data and Digital Transformation are key levers for the future growth of Martell and Whisky Portfolio in China

**D-STAR**

- Generate Data-Driven recommendations for Perfect Store Execution
- Quantify Outlet Potential and Sales Target based on Algorithm
- Identify new outlets with potential for Prestige Whisky Portfolio

**matrix**

- Identification of most effective consumer touchpoints by brand, channel and region and link to sales
- Resource Allocation recommendation and prioritization per touchpoint
- Generate consumer A&P savings based on touchpoint allocation efficiencies

**More from the Core**

**Martell**

**Prestige Whisky Portfolio**
More from the core for PR China
Increasing penetration, driving premiumization and prestige acceleration

On the way to achieve the vision to grow International Spirits (IS) from 1% to 2% of Premium+ Alcohol vol. by FY25

| Weight of International Spirits & Champagne in total Premium+ Alcohol Market Volume |
|----------------------------------|------------------|------------------|------------------|------------------|
| FY17  | FY19  | FY21  | FY23E | FY25E |
| 1.0%  | 1.6%  | 2.0%  |       |       |

IS penetration doubled in 5 years and is growing across all key categories

Growth is driven by premiumization in Ultra Premium and Prestige segments

| Contribution of Ultra Premium and Prestige segments in Premium+ International Spirits & Champagne incremental retail value [IWSR, 2020-2021] |
|--------------------------------------------------|------------------|------------------|------------------|------------------|
| 2016    | 2020   | 2021   |
| 4%      | 5%     | 6%     |
| 10%     | 17%    | 20%    |
| 4%      | 6%     | 7.5%   |

International Spirits Penetration [P3M, Urban Population 16-64yo – Based on PRC MSS 2022]
More from the core for PR China
Martell driving premiumization and continuously unlocking pricing power, enabled by Matrix and D-Star

Martell’s Prestige portfolio is growing faster than other segments and reinforcing leadership in Prestige...

...benefiting from portfolio expansion with gifting & personalization offerings as well as a richer Rare & Collectibles assortment

...as well as elevating equity with Iconic campaigns feat. celebrities and amplified across multi touchpoints with Matrix
More from the core for Pernod Ricard China
Whisky expansion as 2nd leg of growth to Martell in China through our unique Malts & Prestige Whisky portfolio, leveraging Matrix and D-Star

Pernod Ricard China Single Malt portfolio and Royal Salute driving growth and out-performing the market...

... with strong portfolio expansion & premiumization offering more consumer choice...

... and building awareness with significant investment in new multi-touchpoint campaigns

Royal Salute

Pernod Ricard China Single Malts

+19% vs. +8% prestige blended market growth

+81% vs. +43% Single Malt market growth

Volume growth, IWSR 2019-2021 CAGR

The Glenlivet ‘Original by Tradition’ Campaign
More from the core for Pernod Ricard India
Portfolio effectiveness and expansion supporting strong growth and premiumization

Pernod Ricard India has reached an inflexion point with accelerated growth in both Seagram's Whiskies and Strategic International Brands (SIB).

Seagram's Whiskies growth recovery is driven by premiumization, with faster growth of upper segments.

Strengthening brand connection via investment in themed campaigns & high-profile sponsorships.

Pernod Ricard India Retail Value (IWSR; Million EUR)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIB</td>
<td>3,298</td>
<td>4,108</td>
</tr>
<tr>
<td>Seagram’s Whiskies</td>
<td>22%</td>
<td>58%</td>
</tr>
</tbody>
</table>

Seagram’s Whiskies Retail Value Growth, 2020-2021 (IWSR)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIB</td>
<td>3,298</td>
<td>4,108</td>
</tr>
<tr>
<td>Seagram’s Whisky Scotch</td>
<td>22%</td>
<td>58%</td>
</tr>
</tbody>
</table>

Blenders Pride ‘Made of Pride’ Theme Campaign

+25%

+16%  +26%  +23%  +41%
More from the core for Pernod Ricard India
Outstanding growth of Pernod Ricard India Strategic International Brands (SIB) inciting recruitment of young, urban middle class

Pernod Ricard India SIB growth booming, driven by growth of young, urban middle class consumption

...with strong portfolio expansion & premiumization within the whisky portfolio providing differentiated offers

...and disruptive campaigns and activation to recruit the new generation of premium spirits drinkers

Through new major launches...

And acceleration of previous year additions

Jameson Black Barrel

Chivas XV

Absolut x Raja Kumari

Pernod Ricard India SIB Retail Value Change, 2020-2021
[IWSR; Million EUR]

+60%  +59%  +148%  +47%
Unleashing growth potential, improve retail execution and salesforce efficiency

More from the core with Salesforce effectiveness from Pernod Ricard India providing the right outlet-level insights and objectives for Pernod Ricard India

**D-STAR**

**RECO-ENGINE**

- **STORE PROFILE & SEGMENT**
- **TAILORED EXECUTION STANDARD**
- **PORTFOLIO & SALES POTENTIAL**
- **PEOPLE AS ENABLERS**

**Involves....**

- **1K** Sales Executives
- **3K** Execution alerts/day
- **5K** Stores audited/day
- **21K** Store alerts/day

Easy tool to understand the Call-To-Action during visits

**TAILORED EXECUTION STANDARD**

- **STORE PROFILE & SEGMENT**
- **PEOPLE AS ENABLERS**
- **PORTFOLIO & SALES POTENTIAL**
- **TAILORED EXECUTION STANDARD**

**TAILORED EXECUTION STANDARD**

- **STORE PROFILE & SEGMENT**
- **PEOPLE AS ENABLERS**
- **PORTFOLIO & SALES POTENTIAL**
- **TAILORED EXECUTION STANDARD**

**Involves....**

- **1K** Sales Executives
- **3K** Execution alerts/day
- **5K** Stores audited/day
- **21K** Store alerts/day

Easy tool to understand the Call-To-Action during visits

**TAILORED EXECUTION STANDARD**

- **STORE PROFILE & SEGMENT**
- **PEOPLE AS ENABLERS**
- **PORTFOLIO & SALES POTENTIAL**
- **TAILORED EXECUTION STANDARD**

**Involves....**

- **1K** Sales Executives
- **3K** Execution alerts/day
- **5K** Stores audited/day
- **21K** Store alerts/day

Easy tool to understand the Call-To-Action during visits

**TAILORED EXECUTION STANDARD**

- **STORE PROFILE & SEGMENT**
- **PEOPLE AS ENABLERS**
- **PORTFOLIO & SALES POTENTIAL**
- **TAILORED EXECUTION STANDARD**

**Involves....**

- **1K** Sales Executives
- **3K** Execution alerts/day
- **5K** Stores audited/day
- **21K** Store alerts/day

Easy tool to understand the Call-To-Action during visits

**TAILORED EXECUTION STANDARD**

- **STORE PROFILE & SEGMENT**
- **PEOPLE AS ENABLERS**
- **PORTFOLIO & SALES POTENTIAL**
- **TAILORED EXECUTION STANDARD**

**Involves....**

- **1K** Sales Executives
- **3K** Execution alerts/day
- **5K** Stores audited/day
- **21K** Store alerts/day

Easy tool to understand the Call-To-Action during visits

**TAILORED EXECUTION STANDARD**

- **STORE PROFILE & SEGMENT**
- **PEOPLE AS ENABLERS**
- **PORTFOLIO & SALES POTENTIAL**
- **TAILORED EXECUTION STANDARD**

**Involves....**

- **1K** Sales Executives
- **3K** Execution alerts/day
- **5K** Stores audited/day
- **21K** Store alerts/day

Easy tool to understand the Call-To-Action during visits

**TAILORED EXECUTION STANDARD**

- **STORE PROFILE & SEGMENT**
- **PEOPLE AS ENABLERS**
- **PORTFOLIO & SALES POTENTIAL**
- **TAILORED EXECUTION STANDARD**

**Involves....**

- **1K** Sales Executives
- **3K** Execution alerts/day
- **5K** Stores audited/day
- **21K** Store alerts/day

Easy tool to understand the Call-To-Action during visits

**TAILORED EXECUTION STANDARD**

- **STORE PROFILE & SEGMENT**
- **PEOPLE AS ENABLERS**
- **PORTFOLIO & SALES POTENTIAL**
- **TAILORED EXECUTION STANDARD**

**Involves....**

- **1K** Sales Executives
- **3K** Execution alerts/day
- **5K** Stores audited/day
- **21K** Store alerts/day

Easy tool to understand the Call-To-Action during visits

**TAILORED EXECUTION STANDARD**

- **STORE PROFILE & SEGMENT**
- **PEOPLE AS ENABLERS**
- **PORTFOLIO & SALES POTENTIAL**
- **TAILORED EXECUTION STANDARD**

**Involves....**

- **1K** Sales Executives
- **3K** Execution alerts/day
- **5K** Stores audited/day
- **21K** Store alerts/day

Easy tool to understand the Call-To-Action during visits

**TAILORED EXECUTION STANDARD**

- **STORE PROFILE & SEGMENT**
- **PEOPLE AS ENABLERS**
- **PORTFOLIO & SALES POTENTIAL**
- **TAILORED EXECUTION STANDARD**

**Involves....**

- **1K** Sales Executives
- **3K** Execution alerts/day
- **5K** Stores audited/day
- **21K** Store alerts/day

Easy tool to understand the Call-To-Action during visits
Pernod Ricard India expanding beyond with innovation
Pernod Ricard India driving premiumization of the whisky category with innovation

India's first smoky premium whisky

India's first bottled in India blended malt scotch

1st
Digital Launch

Edgy youth centric positioning

2.4%
Shr of P. Whisky segment (YTD Mar’22)

No. 1
Brand of choice for Seagram's Whiskies Scotch

100% malt Differentiation

1.2%
Shr of Bottled In India Scotch (YTD Mar’22)
Pernod Ricard China expanding beyond with Direct to Consumer
Leveraging digital and data to recruit, retarget and convert, through multiple direct touchpoints

Le cercle

L’atelier martell

Secret of speyside

Drinks & co

Exclusive portfolio, incl. cask program
Expand Beyond – For China and the rest of the World
The Chuan Whisky Distillery in China launched to capitalize on the global burgeoning single malts trend

Single Malt accelerating in growth in China and globally

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>166</td>
<td>716</td>
</tr>
<tr>
<td><strong>Change</strong></td>
<td>44%</td>
<td></td>
</tr>
</tbody>
</table>

Global

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change</strong></td>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>

...the Chuan distillery has been operational since August 2021, with a virtual launch in Nov
Engage each Convivialist with talent acquisition, development, upskilling and digital enablement at the core of our transformation

Acquire Talent

Talent Development

Digital Enabling & Upskilling

24% to 34%
Increasing the ratio of female senior leaders over 2 years from FY2021

>40%
Of Manager level and above participated in Asia or Global Leadership development program

10%
Of total new hires in Asia are dedicated to critical capabilities notably digital, data, E-commerce, innovation
S&R at the core in Pernod Ricard Asia
Accelerating responsible drinking initiatives in Asia through dedicated digital campaigns to raise awareness and change behaviors

1st cross-market roll out of responsible drinking campaign in Asia

Martell sponsored responsible drinking messages featuring celebrity Tony Leung for noticeability

6.3M
18-29yo reached

61%
Target Audience across 5 markets

60%
Recall & relevance

53.5M
Social buzz
S&R at the core in Pernod Ricard Asia
Driving S&R advocacy with the on-trade across Asia through Bar World of Tomorrow and ecoSPIRITS partnership

Roll-out of Bar World of Tomorrow training in Asia as a platform of reference for bartenders on sustainability

Partnership with circular economy tech start-up to develop innovative closed-loop brand distribution model

600+
Bartenders trained from 6 markets

1st ever
Sustainability award

1st
Partnership with ecoSPIRITS

50%-80%
CO₂ reduction
S&R at the core in Pernod Ricard Asia
Focusing on local development in villages, support to minority groups and packaging efficiency

<table>
<thead>
<tr>
<th>Promoting water efficiency, sustainable &amp; regenerative agriculture and livelihood</th>
<th>Supporting minorities and championing diversity &amp; inclusion</th>
<th>Reducing carbon emissions through the removal of permanent gift boxes</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Image" /></td>
<td><img src="image2.png" alt="Image" /></td>
<td><img src="image3.png" alt="Image" /></td>
</tr>
</tbody>
</table>

1.3M
Community members in 1,000 villages

2,000
Transgender persons received work assistance

500M
Pieces per year under Seagram’s Whiskies

As reported by NGO Partners: WWF, Sir Syed Trust, Action for Food Production (AFPRO), SM Sehgal Foundation, Bala Vikasa, Self Reliant Initiative Through Joint Action (SRUAN), Ashoka University – CMGGA

Based on reporting by Connecting Dreams Foundation as on 31st March 2022
Long term presence in Asia, coupled with Transform & Accelerate, powered by the Conviviality platform & enabled by data and digital capabilities leads to a winning strategy

- **Long term leadership presence in Asia**
- **Granular understanding of consumers, channels & customers**
- **Mindful and mutual partnerships & collaborations**

Data and digitally, KDP enabled capabilities

**Conviviality Platform**
The continuity and amplification of long established and winning strategy