

CAPITAL
**MARKETS
DAY 2022**
Pernod Ricard

THE CONVIVIALITY PLATFORM STRETCHING GROWTH IN THE USA



ANN MUKHERJEE

Chairman and CEO
Pernod Ricard North America



JOHN BARRETT

Chief Commercial Officer
Pernod Ricard USA

COVID accelerated existing US market forces

Premiumization



RTDs & Convenience



Agave



On Premise Stabilized



Home Consumption: Cocktails

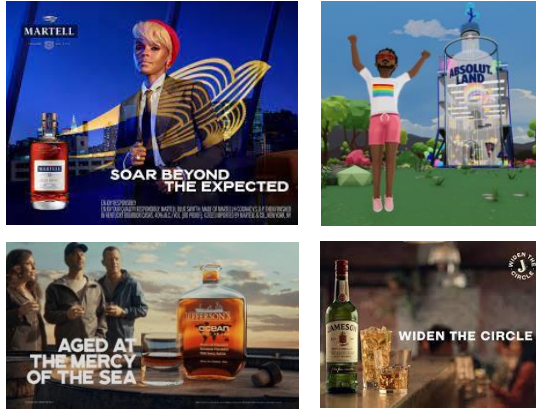


Rise of E-commerce



Portfolio Acceleration and Transformation driving Pernod Ricard successes in the USA

Portfolio



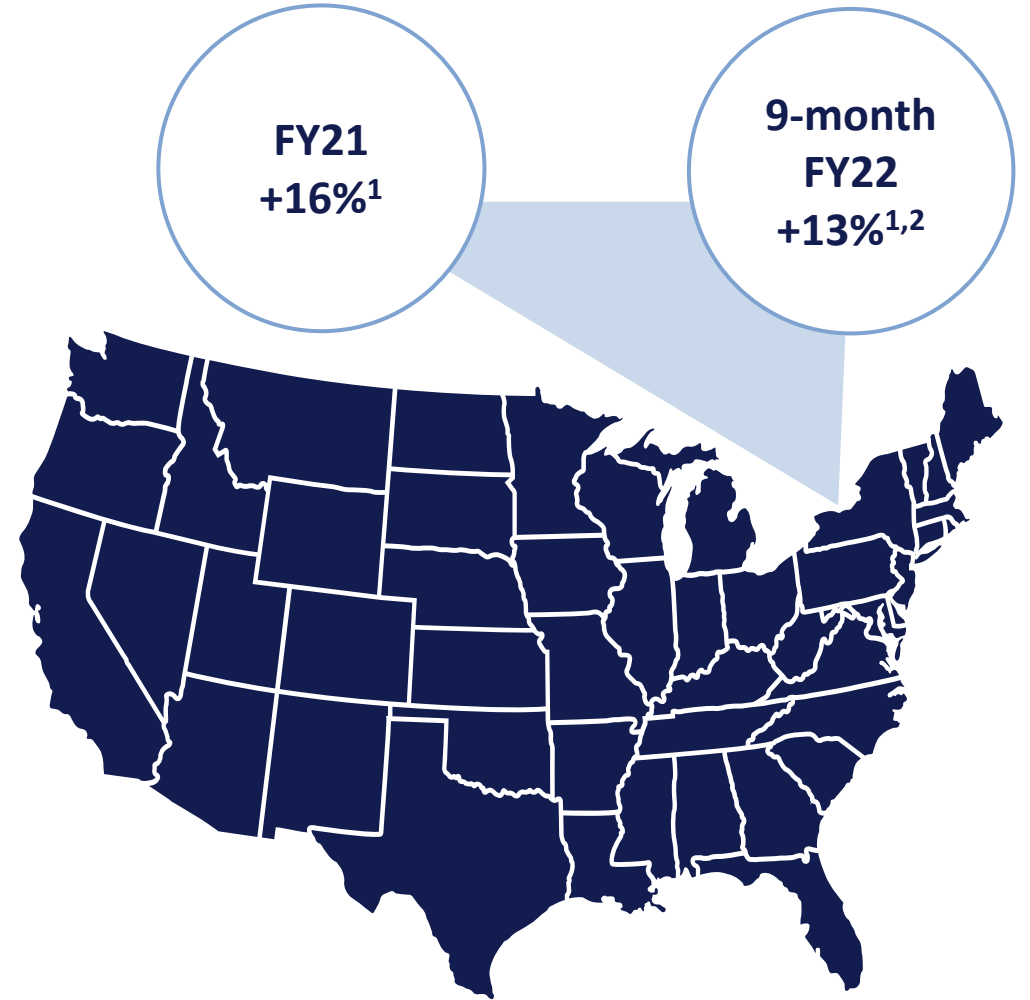
Innovation



Pricing



Capabilities



1. Net Sales Growth
2. c. 3% of USA YTD Net Sales growth impact

Our Vision



**CONNECTED
TEAM.
CONNECTED
VISION.**



POWERED BY
**THE CONVIVIALITY
PLATFORM**

PURPOSE

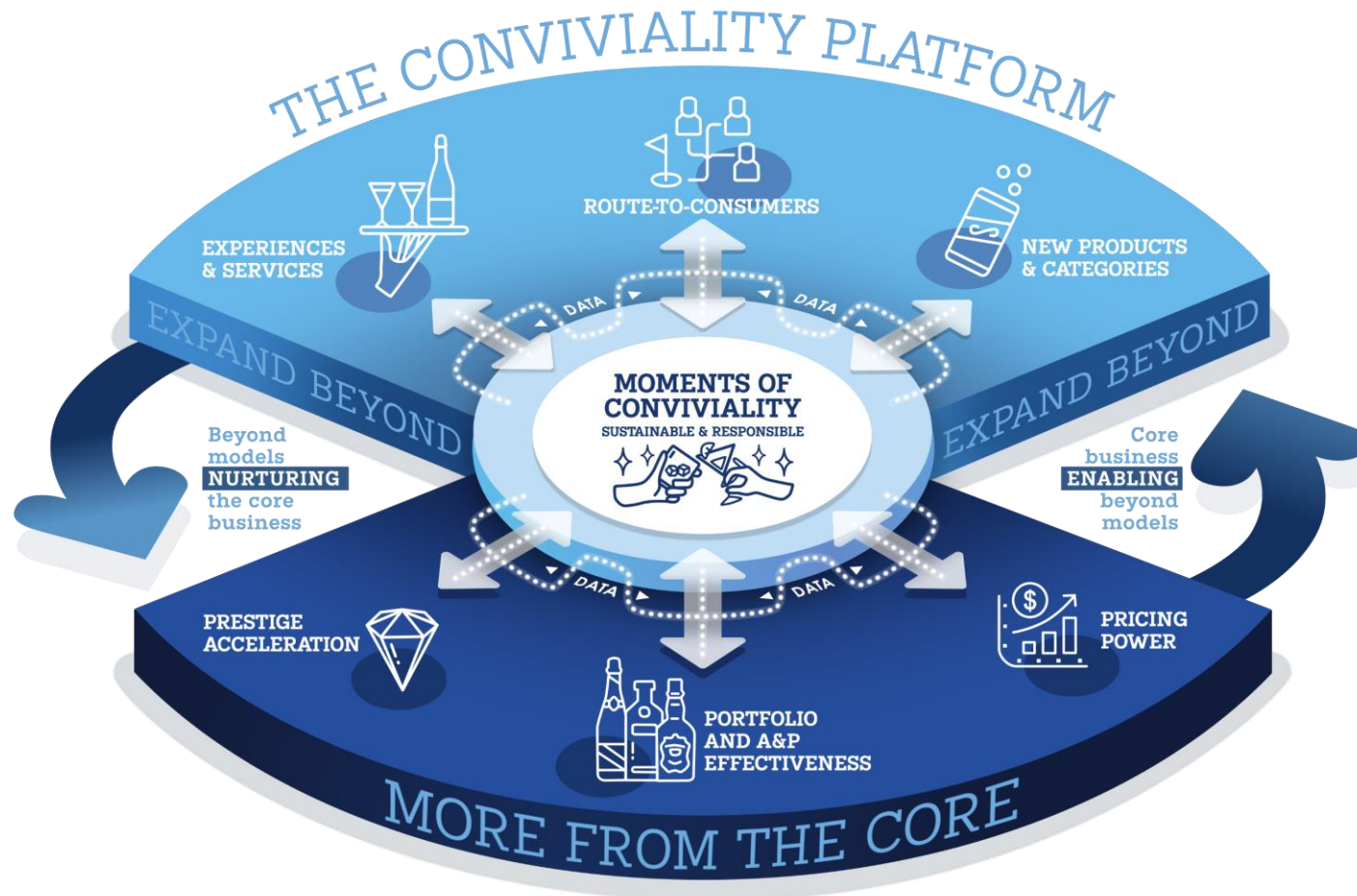
Unlock the magic of human connection

MISSION

Advantage our portfolio to win across consumer occasions by creating magical moments, artfully crafted and easy to enjoy

ONE TEAM, ONE DREAM

The Conviviality Platform - Connecting Pernod Ricard Global to Pernod Ricard North America



We have been building the engine for future growth



**Strategies grounded
in consumer demand**
(Moment of Conviviality – MoC)



**New Marketing & Commercial
organizations focused on
common goal**
- MEDIA TO SHELF -
*Investing in Touchpoints
that Matter*



**New operating system
of analytics, strategy
and execution**

Driving consumer choice from media to shelf



Context

Occasions relevant
to consumers

x



Needs

Met & Unmet

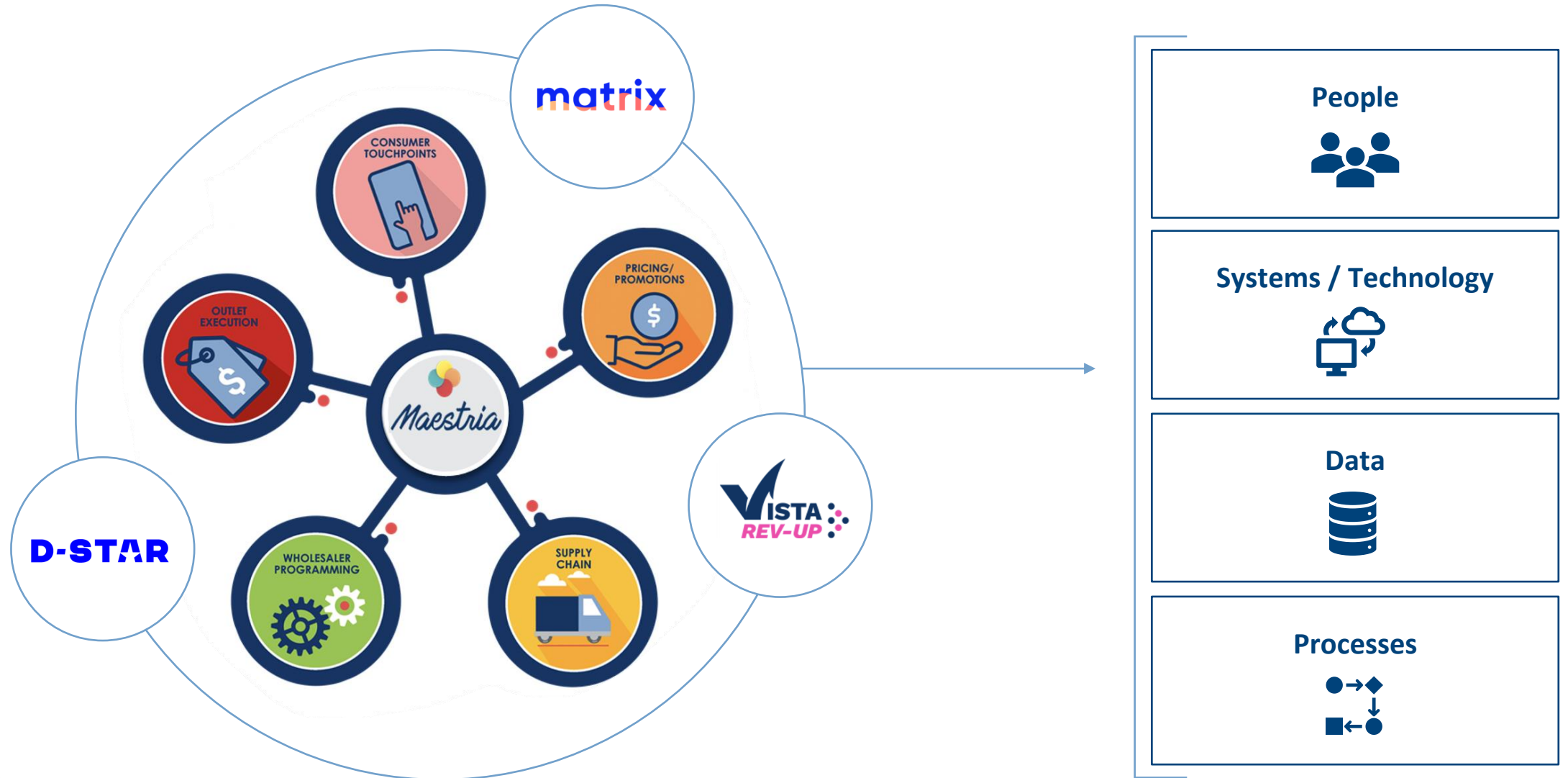
drives



Choice



Pernod Ricard USA Operating System



Operating System powered by three Key Digital Programs



Availability and visibility of
the right product at the
right place at the right time

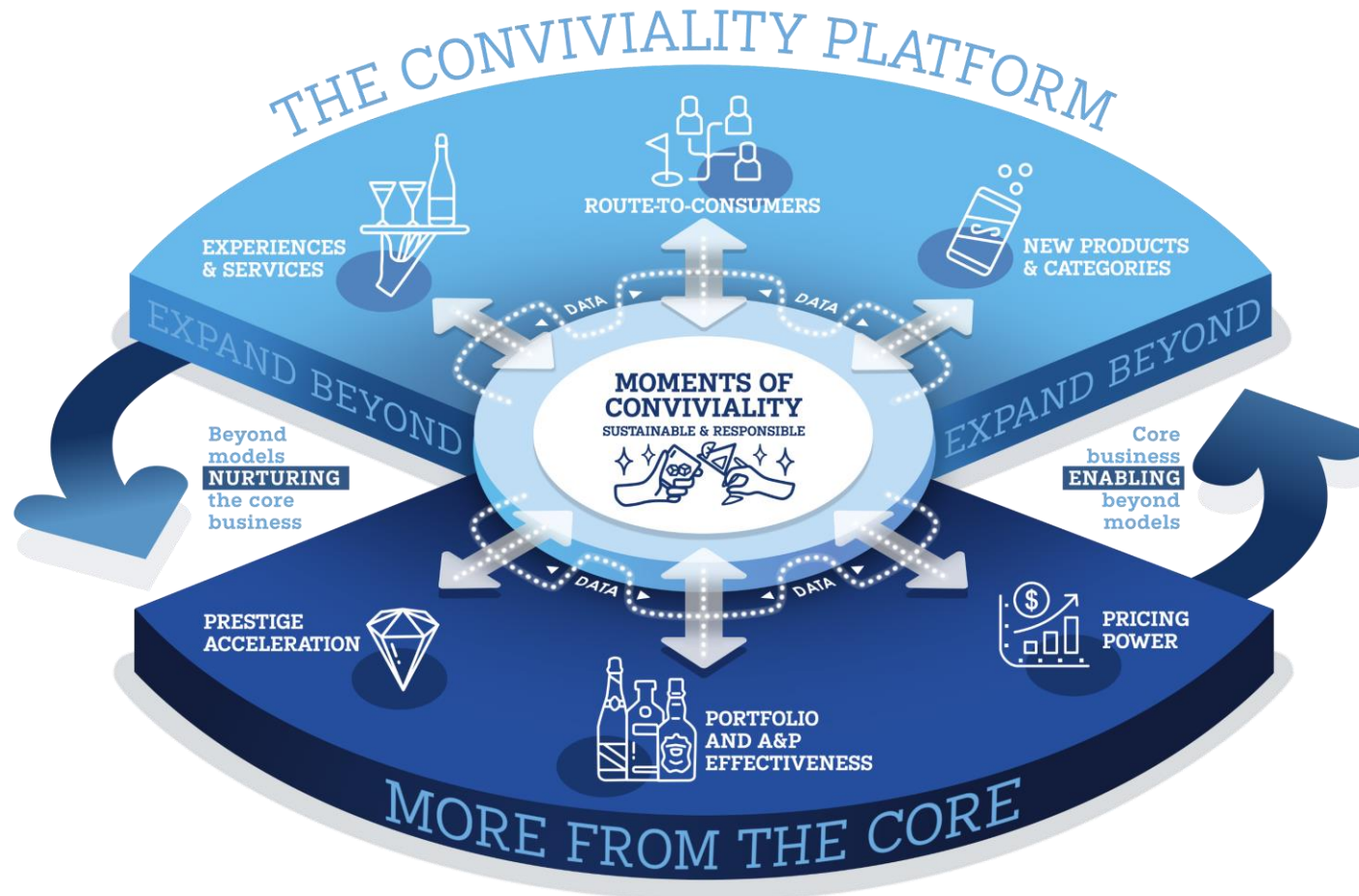


Recommends A&P
investment by brand /
touchpoint to drive top line
growth through advanced analytics

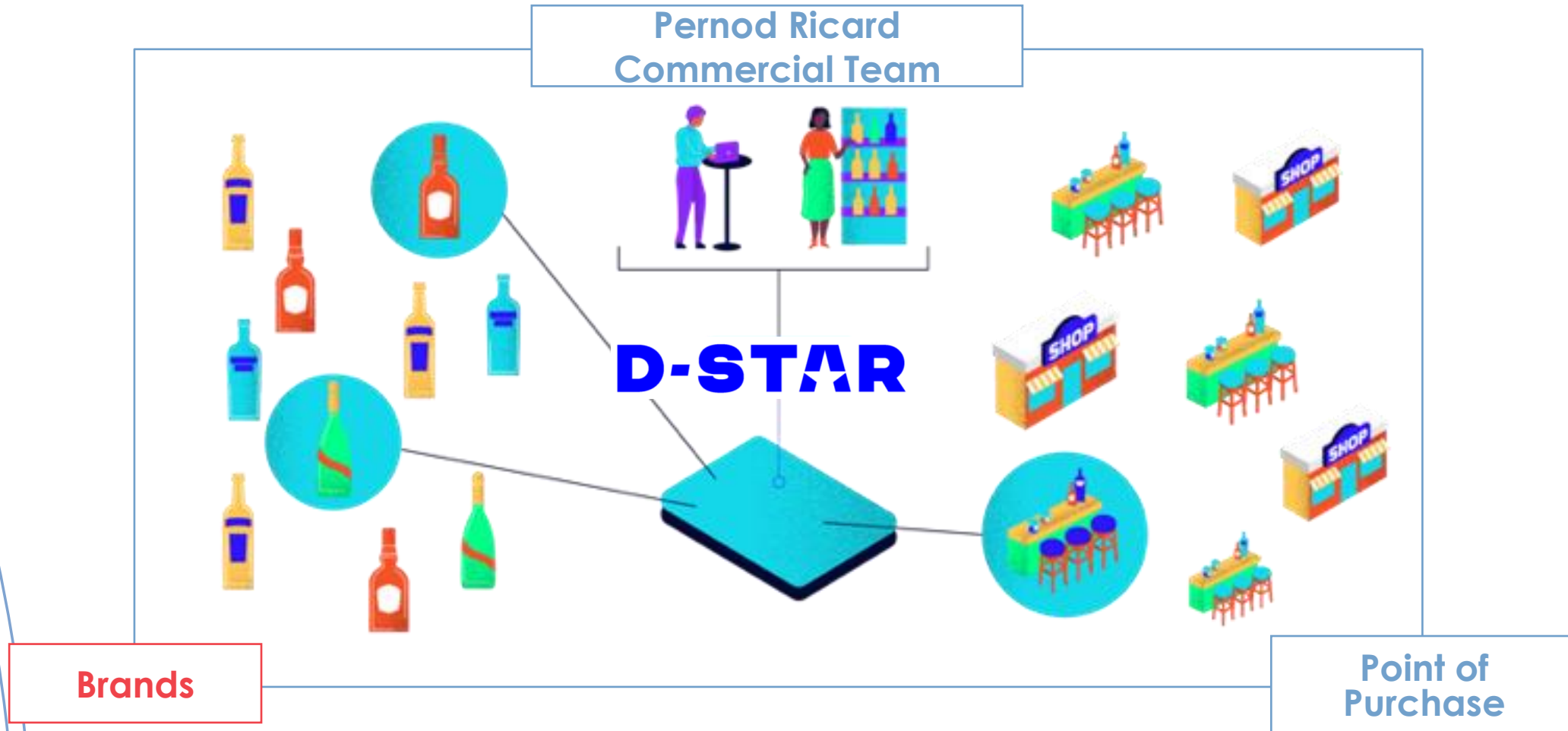


Maximized promotion and
pricing through AI

More from the core with D-STAR

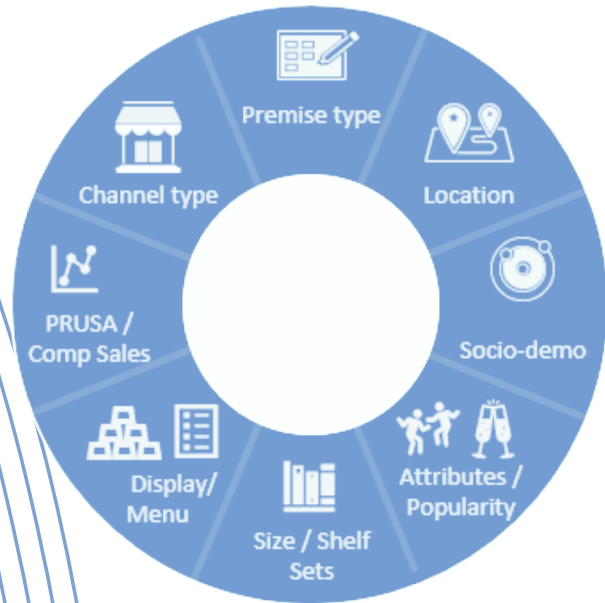


D-STAR - Availability and visibility of the right product at the right place at the right time



D-STAR is precision at scale

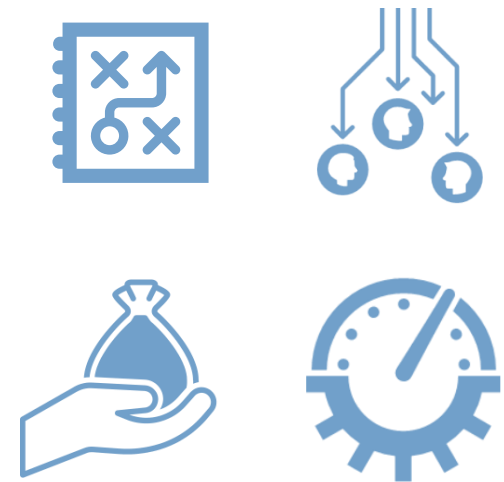
Outlet DNA



Opportunities



Actions



INSIGHT

Most Valuable
Opportunity

ACTION

Next Best Action

EXECUTION

Closed Loop Execution

Outlet-specific Opportunities and Actions

Komodo Miami



Most Valuable Opportunity:

Agave Portfolio

Next Best Action:

Sell Del Maguey (Availability)
Avion menu feature (Velocity)

Broken shaker



Most Valuable Opportunity:

Small batch and ultra premium portfolio

Next Best Action:

Sell Jefferson's Ocean (Availability)
Monkey 47 menu feature (Velocity)

Live in Florida & New York and soon Control States and California Aiming full deployment

Deployment



2
fully-deployed markets



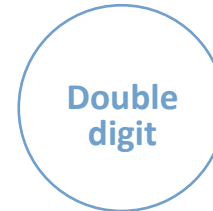
+17
markets under
deployment



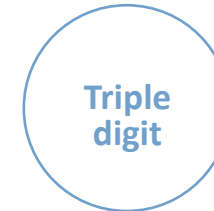
40
active D-STAR users
across commercial, marketing
and planning teams

Value & impact

Sales Value lift for D-STAR recommended
accounts vs. non-target accounts in on and off
premise outlets¹

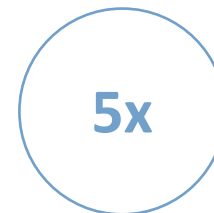


Value depletion / POD
lift²

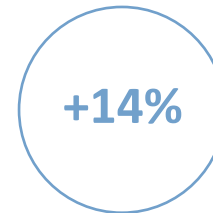


Value depletion /
menu lift³

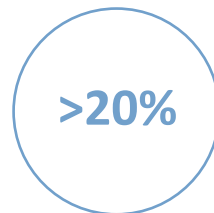
Spotlight The Glenlivet in New York and Florida Off Premise



Value depletion / POD
vs universe



Value depletion
Founders Reserve



of Accounts with
TGL Displays



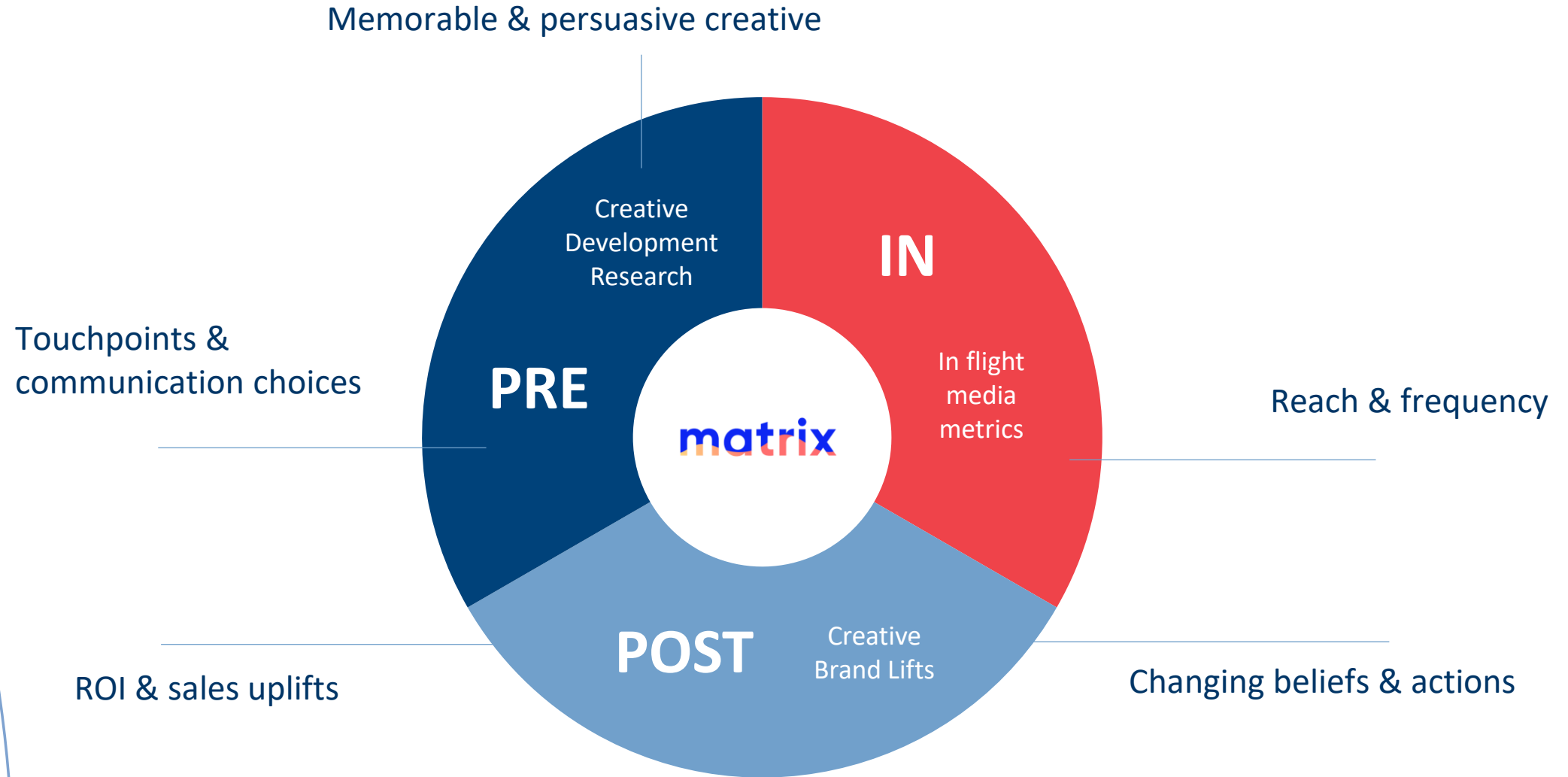
All within targeted accounts during test period

1 . Lift measured is on specific brands during test periods

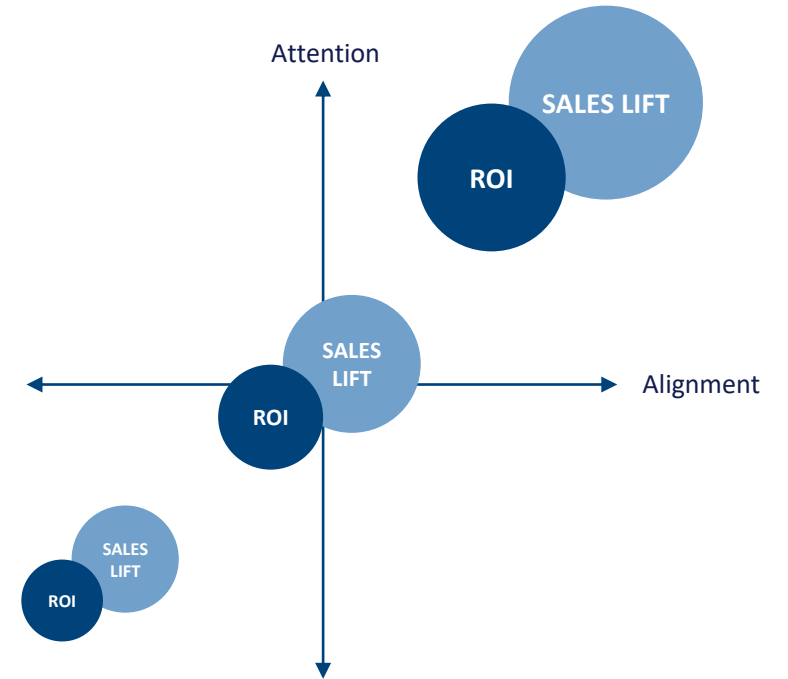
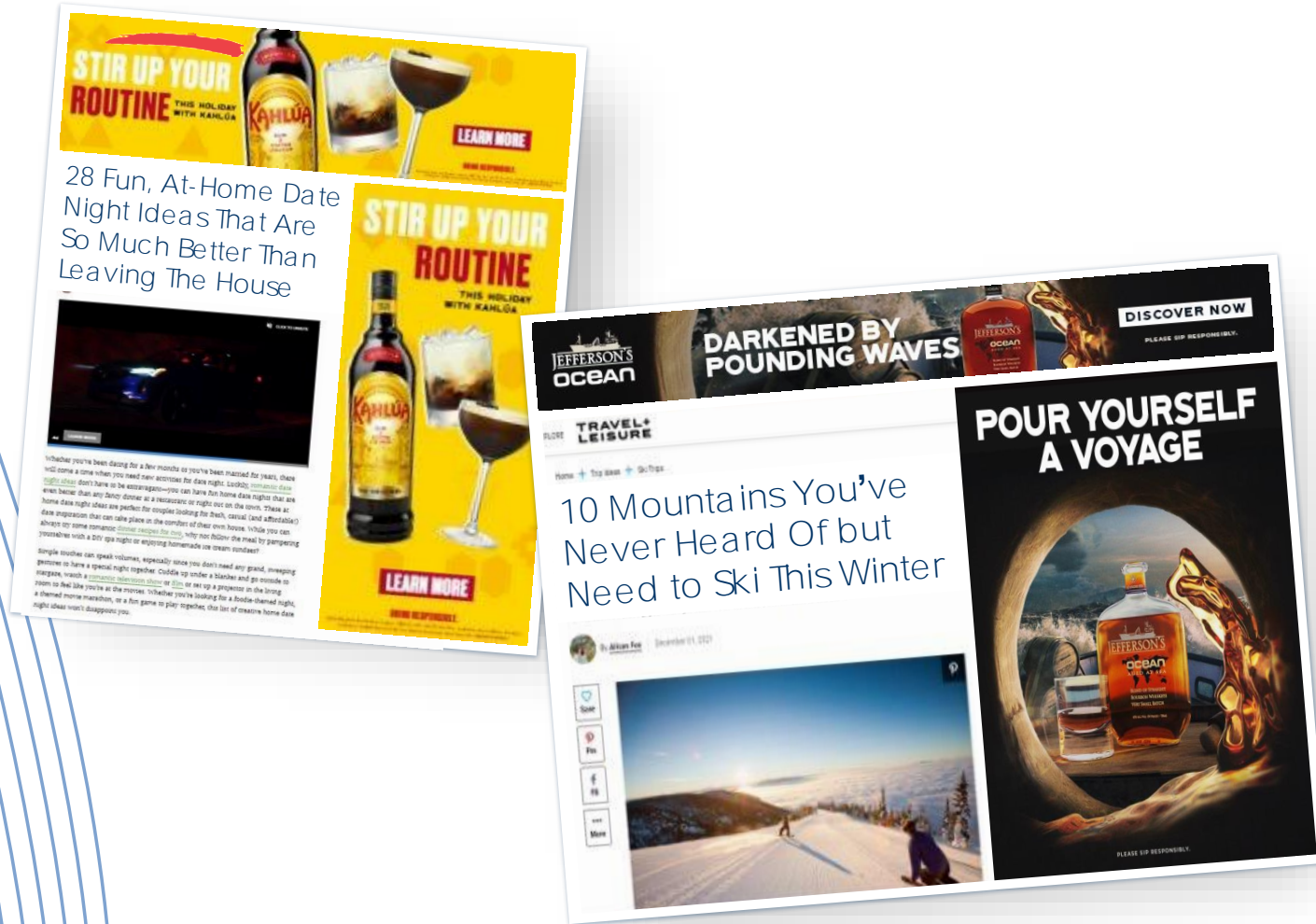
2. NY, On & Off Premise, D-STAR Target vs non-Targets, September - October 2021, Jameson Black Barrel

3. FL, On Premise, D-STAR Target vs. non-Targets, April – September 2021, Altos/Avion/Del Maguey

Portfolio A&P effectiveness: Building a cycle of excellence



Data & technology enable context and content alignment to drive increased ROI and sales



360 Campaign to drive performance



POWERFUL, CULTURALLY-RELEVANT CAMPAIGN ASSETS

Product Centric assets



Cocktails/Gifting Strategy



Equity Driving Comms



COVERED BY PROMINENT MEDIA OUTLETS

Key Placements

MarketingDaily

SPIRITS
Cognac Campaigns Tap Janelle Monáe, Games, Urban League

By Les Luchter, TopStory



HOME - ENTERTAINMENT
Janelle Monáe Announced As New Face Of Martell Blue Swift

THE TRAILBLAZING ENTERTAINER WILL SERVE AS THE FACE AND VOICE DRIVING THE COGNAC'S GROUNDBREAKING NEW CAMPAIGN.



ESSENCE BEVNET.

Martell Cognac And Janelle Monáe Launch "Soar Beyond the Expected" Campaign

Earned Media Delivered to Date

17

Placements

30+M

Impressions

82%

Included Brand in
Headline

100%

Positive/Neutral
Sentiment

Paid Media Delivered to Date

65% Estimated Reach against
AA21+ target in key markets


Social to date: >51mm impressions
Search to date: >66k impressions





MALIBU®

To win the summer, you must win with Malibu!

A row of pineapples with green crowns and golden-brown bodies. In the center, a tall glass filled with a light-colored, frothy beverage, topped with a white lid and a straw, is prominently displayed. The background is a soft-focus tropical scene with more pineapples and pink flowers.

41% of Malibu
volume is sold
during summer

Malibu drives
54% of rum
growth in
summer

FY23 MALIBU SUMMER

On & off premise programs and tools

Unprecedented media investment

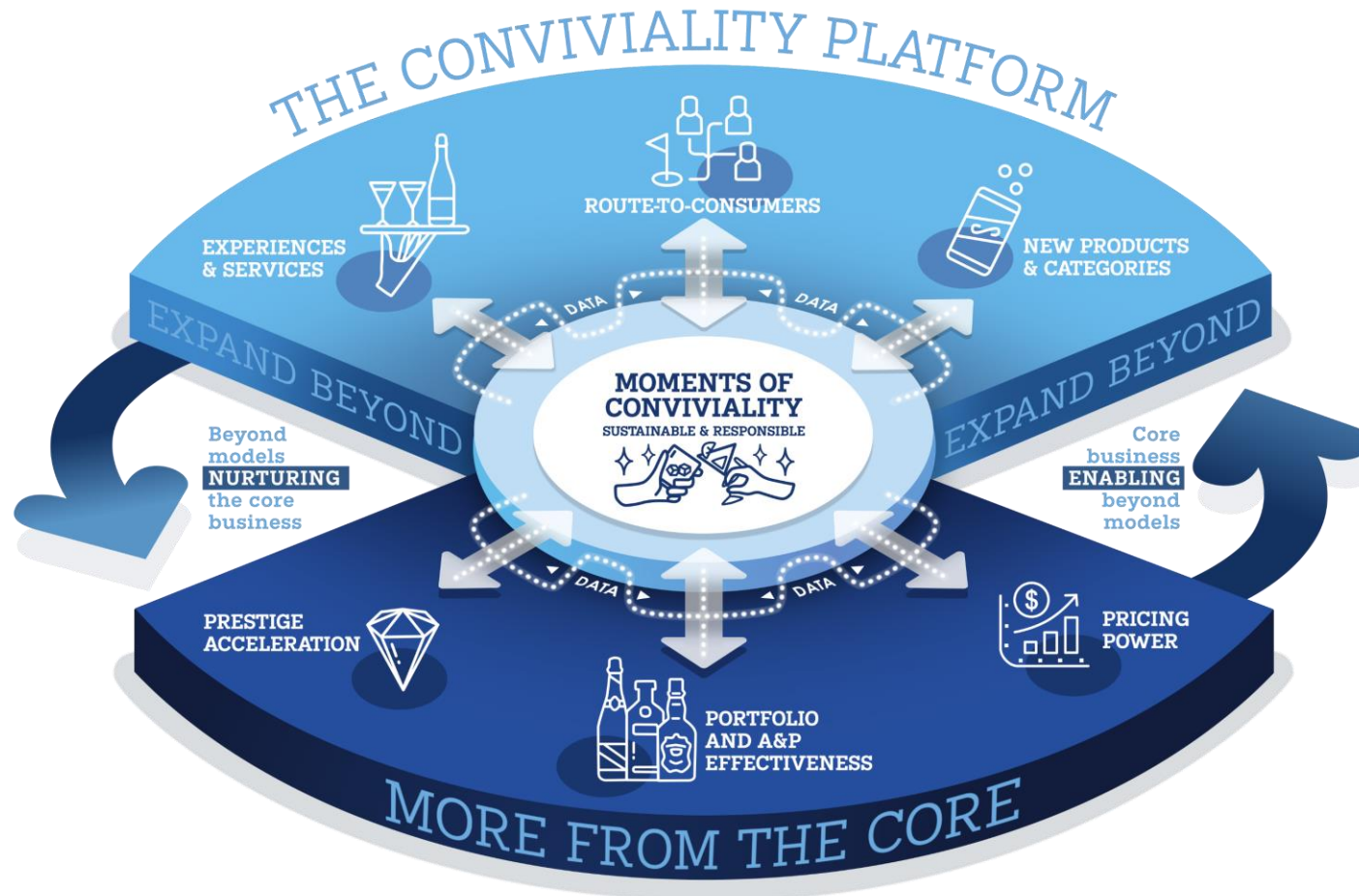
reaching consumers at all touchpoints



WOW DISPLAY



More from the core Pricing





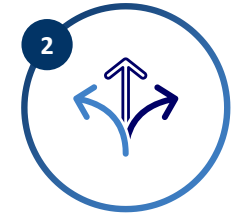
Ambition | Vista Rev'Up's ambition is to enable PR USA to maximize NS and promotions ROI through automating and optimizing key pricing and promotion decisions

Vista Rev'Up Modules



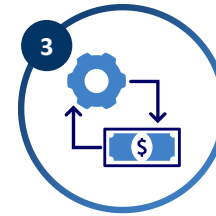
PAST EVENT EFFICIENCY ANALYSIS

Enhanced baseline & uplift calculation



SIMULATION ENGINE

Simulation capabilities to generate variations of selected promo event



OPTIMIZATION ENGINE

Optimization capabilities to suggest optimal promo depth, frequency, and timing

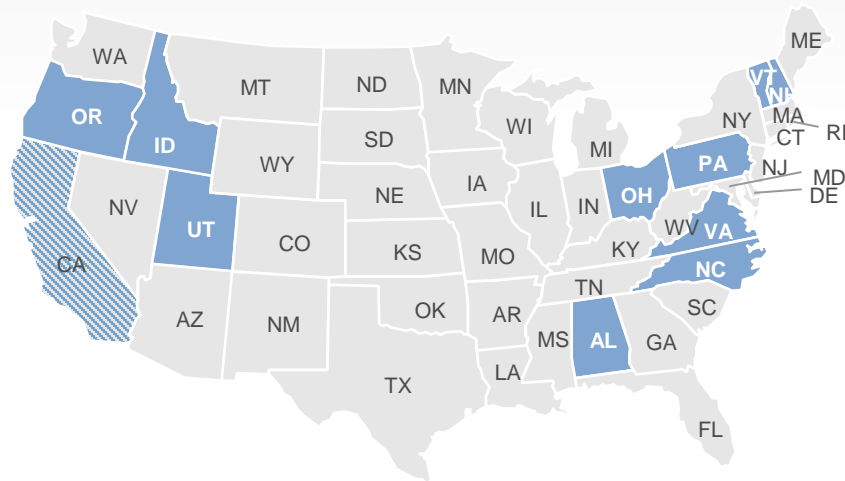


REGULAR PRICE OPTIMIZATION

Identification of optimal regular price and price structure

Live in 10 markets, delivering Year 1 promotion efficiency

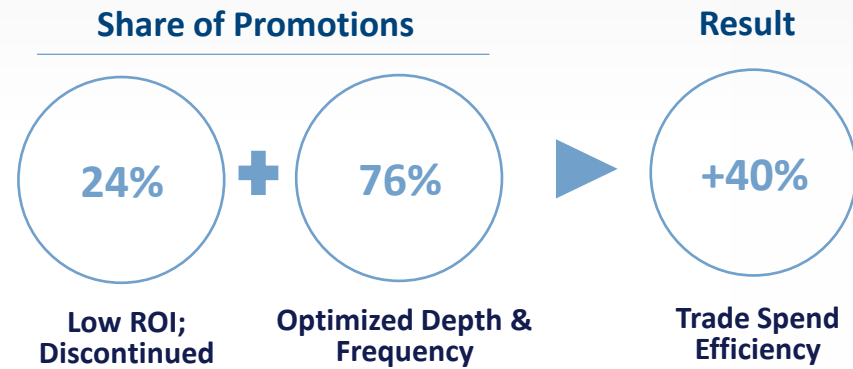
Live markets



Vista operational Vista RevUp – FY23

Launching more advanced RevUp price and promotion simulation tools in California for execution in the next fiscal year

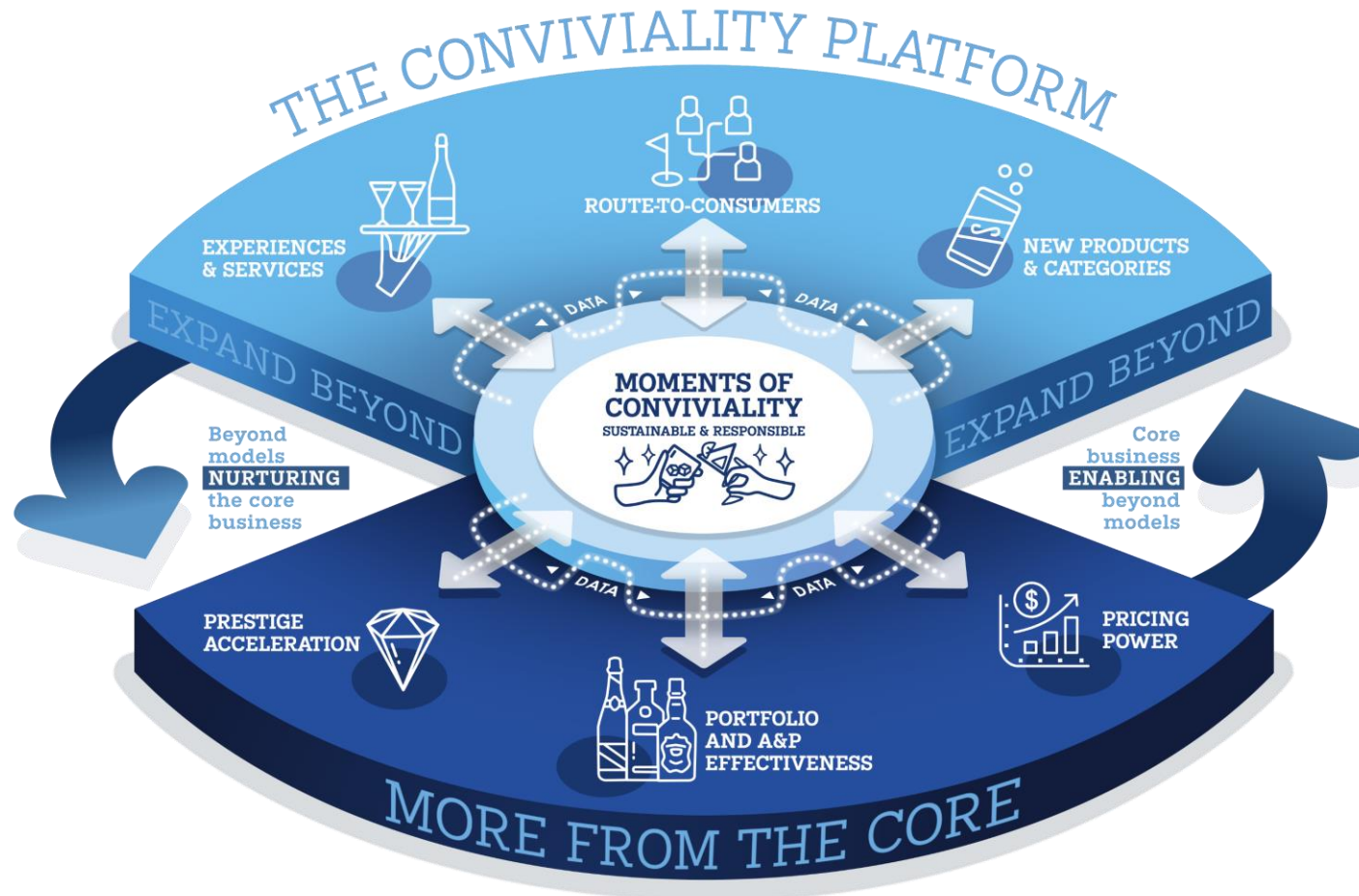
The Glenlivet 12 Results



- FY22: Deployed Vista insights resulted in a 40% improvement in trade spend efficiency
- Insights and learnings foundation for continuous improvement in future



Expand Beyond Experiences – Absolut Coachella



ABSOLUT.LAND

Coachella x Metaverse

Disruptive 360 activated-brand sponsorships to amplify earned media and positive ROI

From: the official vodka of coachella



ACTIVATION ONSITE & INSTORE

Reaching local Californian consumers onsite at the festival and instore with retail activation

Reach estimated: 400-500k Gen Z consumers



To: the metaverse vodka of the metaverse

.@absolutvodka is bringing its #Coachella space to the metaverse in a mix of virtual and real-life experiential marketing.

The liquor brand will recreate its festival experience in Decentraland, allowing players and festival attendees to interact. ow.ly/1CvA50IGA8e



Age
ID SUMMER MUSIC
DW BRANDS ARE
FE AND VIRTUAL
s, virtual memorabilia and
ng in popularity



EARNED MEDIA ACTIVATION

Reaching well beyond the festival walls and even globally through a Metaverse activation

1.5 bn earned media impressions

ABSOLUT.LAND

📍 -72,35

WHEN COACHELLA MET THE METAVERSE

INSIGHT

In 2022, as vodka sales continued to fall, Absolut wanted to refresh people's perspective of the brand and engage consumers in a way that had never been done before. Where better to meet them than a destination the world had eagerly waited two years to safely attend?

IDEA

As a spirit that is "Born to Mix," we set out to bring fans together in an authentic, relevant and totally innovative way. By extending the experience of Coachella beyond festival grounds for everyone to mix in — even fans at home.

MEANWHILE @ COACHELLA



1.5B+ EARNED IMPRESSIONS
\$500K+ IN SALES OVER THE 2 WEEKENDS
260K+ COACHELLA VISITORS
30K+ METAVERSE VISITORS

450+ MEDIA PLACEMENTS
34K+ VENDING MACHINE CLICKS
100+ COUNTRIES REACHED
90K+ ANTIGRAVITY DANCES
108M+ SOCIAL MEDIA IMPRESSIONS

ADWEEK

"ABSOLUT BLENDS THE REAL COACHELLA WITH METAVERSE"

E NEWS

"JOIN THE OFFICIAL VODKA OF COACHELLA IN ABSOLUT.LAND AT THE FESTIVAL IRL AND IN THE METAVERSE"

Forbes

"HOW ABSOLUT BROUGHT COACHELLA TO THE METAVERSE"



REAL-TIME INTERACTIONS

From the Coachella tent users were able to enter the metaverse as Absolut's Virtual bartender, giving them the ability to airdrop wearables to new friends joining from the metaverse.



COLLECTIBLES & GIVEAWAYS

When users collected all 5 ingredients and 5 Absolut signature bottles hidden throughout Absolut.Land they could redeem real life cocktails back at the main bar of the experience.



WEARABLES DESIGN & AIR -DROPS

Vibrant and playful 3D designed wearables allowed users to make a fashionable entrance to Absolut.Land. Adding to the excitement were avatar accessories from cult-favorite whimsical handbag and jewelry brand Susan Alexandra.



REAL-WORLD REWARDS

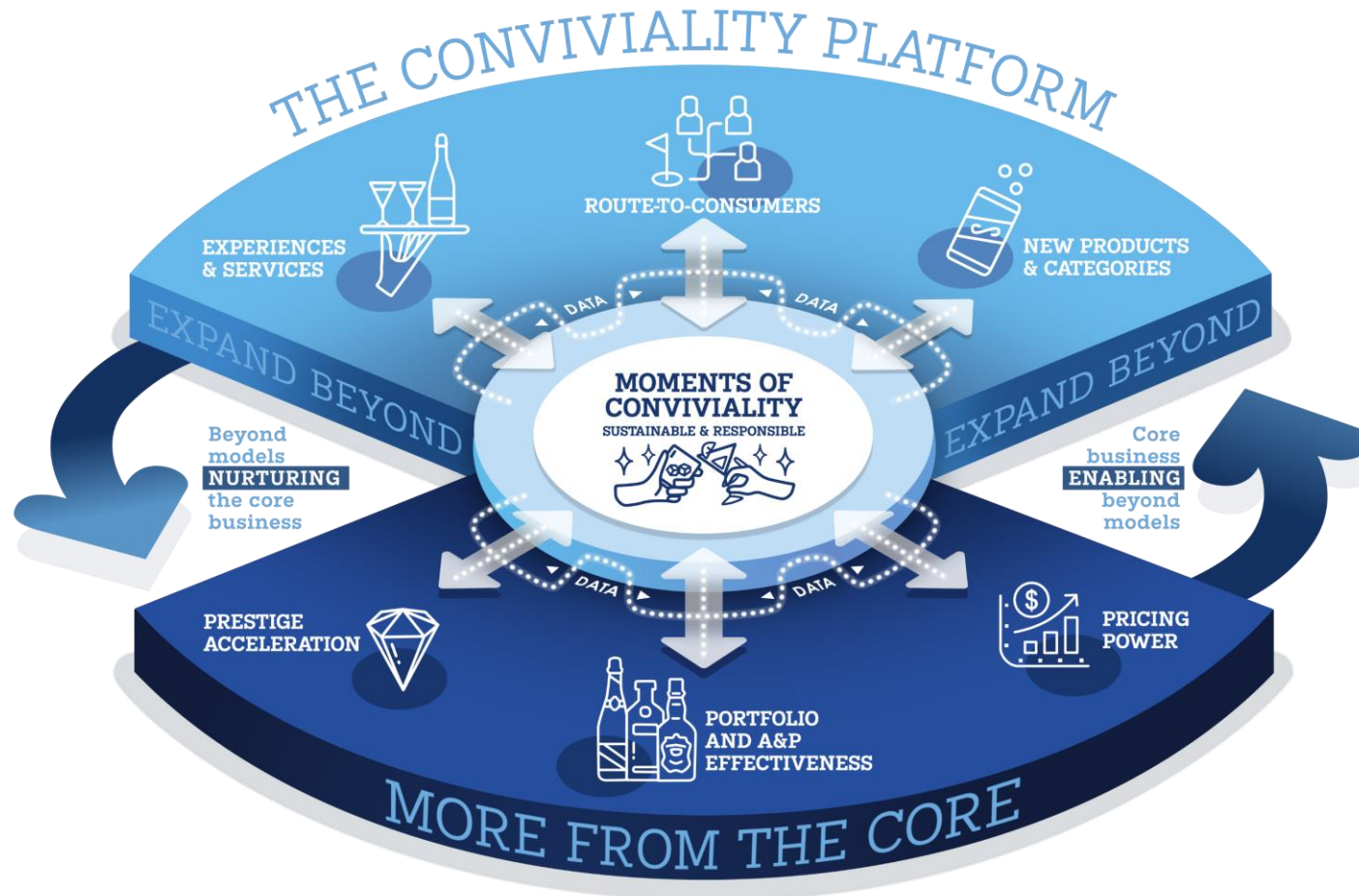
In Decentraland, teleportation is a handy way to get around. In Absolut.Land, it may lead to an all-expense paid VIP trip to Coachella Valley during the festival's second weekend.



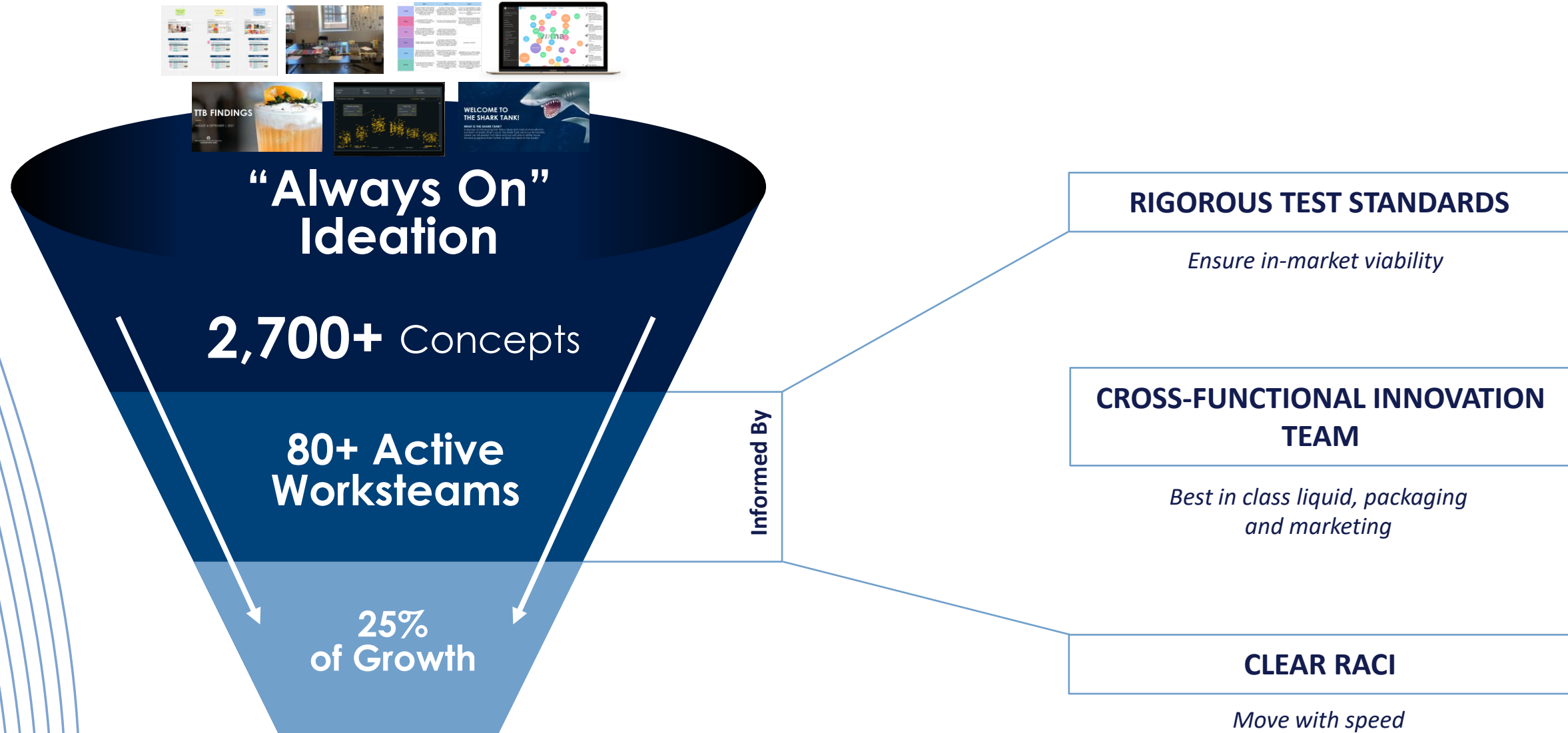
SWEDISH HOUSE MAFIA

Coachella Headliners, Swedish House Mafia, reunited for the first time in 10 years — both IRL and exclusively at Absolut.Land where we streamed their new album via our interactive jukebox.

Expand Beyond Innovation Hub USA



Creativity and rigor to drive localized pipeline



Focused on meeting growing demand for Convenience and Other Consumer needs

Impress



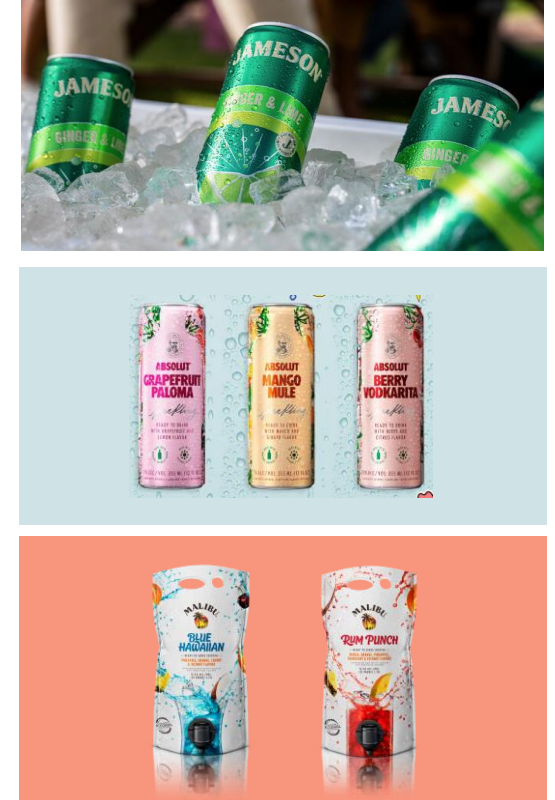
Flavors



Craft and Prestige



Convenience



Building Innovation Across the Convenience Continuum

Ready to drink

Grab and go. Individual serve.



Consumer LED propositions

Growing occasions
for Pernod Ricard key
brands

Ready to serve

Pour and share. Multi-serve.



New game-changing
ready-to-serve
Olmecca Altos Margarita
Bar quality margaritas from
an award-winning tequila brand

Ready to mix

Flavors from simple cocktails to “mix” strategy



LEMON
LIME SODA

Jameson Orange
the #1 innovation in Nabca¹
and
#1 non-RTD innovation in Nielsen

1. Nielsen XAOC+Liquor Plus data ending APR 18, 2022; NABCA OFF-prem (excl. IA, MS, WV, WY, ME, MT) through March 2022. 46% Reorder rate for the first 3M vs 36% for Cold Brew.

The Conviviality Platform allowing to stretching growth

