THE CONVIVIALITY PLATFORM STRETCHING GROWTH IN THE USA

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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

FY21 +16%¹

9-month FY22 +13%¹,²

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

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

\[\times\]

Needs
Met & Unmet

drives

Choice
Pernod Ricard USA Operating System

People

Systems / Technology

Data

Processes
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

- Unsold opportunity
- Velocity opportunity
- Total opportunity

Actions
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 outlets\(^1\)

- Double digit
- Triple digit

Value depletion / POD lift\(^2\)

Value depletion / menu lift\(^3\)

Spotlight The Glenlivet in New York and Florida Off Premise

- 5x
- +14%
- >20%

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

Memorable & persuasive creative

Touchpoints & communication choices

Creative Development Research

In flight media metrics

Reach & frequency

ROI & sales uplifts

Creative Brand Lifts

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

28 Fun, At-Home Date Night Ideas That Are So Much Better Than Leaving The House

10 Mountains You've Never Heard Of but Need to Ski This Winter
360 Campaign to drive performance

POWERFUL, CULTURALLY-RELEVANT CAMPAIGN ASSETS

- Product Centric assets
- Equity Driving Comms
- Cocktails/Gifting Strategy

COVERED BY PROMINENT MEDIA OUTLETS

- Key Placements
- 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
To win the summer, you must win with Malibu!

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
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.
Live in 10 markets, delivering Year 1 promotion efficiency

Live markets

The Glenlivet 12 Results

Share of Promotions

- 24%
- 76%

Result

- +40%

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

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

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

1.5 bn earned media impressions

@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/1CvA5OiGA8e
**ABSOLUT.LAND**

**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 experiences of Coachella beyond festival grounds for everyone to mix-in—even fans at home.

**REAL-TIME INTERACTIONS**
From the Coachella grounds to the virtual, users can experience Absolut Land. Absolut tiki-inspired, colour-changing cocktails and Absolut-shaped bottle-service bars, and a mixed reality Absolut ‘land,’ allowing users to get behind the scenes, living the festival vibe.

**COLLECTIBLES & GIVEAWAYS**
Users can collect Absolut branded NFTs and an Absolut signature bottle throughout Absolut Land. Unleash the excitement of the countdown back to the most anticipated event of the year.

**WEARABLES DESIGN & AIR-DROPS**
Vast, illustrated, 3D-designed worlds to immerse users in Absolut Land. Adding the excitement of virtual reality elements from cell phones, wireless headsets, and wearable devices.

**REAL-WORLD REWARDS**
To Desert island, where Absolut brought the fun to the next level. Absolut and Coachella are the festival experience of the year.

**SWEDISH HOUSE MAFIA**
Swedish House Mafia is the perfect example of the power of Absolut to bring the fun to the next level.

**DISCOVERY**
“ABSOLUT BLENDS THE REAL COACHELLA WITH THE METAVERSE”

“JOIN THE OFFICIAL VODKA OF COACHELLA IN ABSOLUT.LAND AT THE FESTIVAL IRL IN THE METAVERSE”

“HOW ABSOLUT BROUGHT COACHELLA TO THE METAVERSE”

**FORBES**
Expand Beyond
Innovation Hub USA
Creativity and rigor to drive localized pipeline

“Always On” Ideation

2,700+ Concepts

80+ Active Worksteams

25% of Growth

Informed By

RIGOROUS TEST STANDARDS
Ensure in-market viability

CROSS-FUNCTIONAL INNOVATION TEAM
Best in class liquid, packaging and marketing

CLEAR RACI
Move with speed
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.

Ready to serve
Pour and share. Multi-serve.

Ready to mix
Flavors from simple cocktails to “mix” strategy

Consumer LED propositions
Growing occasions for Pernod Ricard key brands

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

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