

## 2.3 Duties performed by the Directors

### Mr Alexandre Ricard



**Chairman and CEO**

Age: 50

French

**Business address:**

Pernod Ricard  
5, cours Paul Ricard  
75008 Paris (France)

Number of shares held on 30 June 2022: 175,099

Strategic Committee

#### Biography

Mr Alexandre Ricard is a graduate of ESCP Europe, the Wharton School of Business (MBA majoring in finance and entrepreneurship) and the University of Pennsylvania (MA in International Studies). After working for seven years outside the Group, for Accenture (Strategy and Consulting) and Morgan Stanley (Mergers and Acquisitions Consulting), he joined the Pernod Ricard in 2003 in the Audit and Development Department at the Headquarters. At the end of 2004, he became the Chief Financial and Administration Officer of Irish Distillers Group, and then Chief Executive Officer of Pernod Ricard Asia Duty Free in September 2006. In July 2008, he was appointed Chairman and CEO of Irish Distillers Group and became a member of Pernod Ricard's Executive Committee. In September 2011, he joined the Group Senior Management as Managing Director, Distribution Network and became a member of the Executive Board. Mr Alexandre Ricard was the permanent representative of Société Paul Ricard (Director of Pernod Ricard) from 2 November 2009 until 29 August 2012, date on which he was co-opted as Director of Pernod Ricard and appointed Deputy Chief Executive Officer. On 11 February 2015, he was then appointed Chairman and CEO of the Group by the Board of Directors.

**Mr Alexandre Ricard is a grandson of Mr Paul Ricard, the founder of Société Ricard.**

#### Offices and main functions held on 30.06.2022 or at the date of resignation where applicable

##### Within the Group

###### French companies

- Permanent representative of Pernod Ricard, Member of the Supervisory Committee of Pernod Ricard Europe, Middle East and Africa
- Director of Martell & Co

###### Non-French companies

- Chairman of Suntory Allied Limited (Japan)
- Director of Geo G. Sandeman Sons & Co. Ltd (United Kingdom)
- Member of the Board of Directors "Junta de Directores" of Havana Club International SA (Cuba)

##### Outside the Group

- Director and member of the Strategy and Sustainable Development Committee of L'Oréal<sup>(1)</sup>
- Member of the Management Board of Société Paul Ricard
- Director of Le Delos Invest I
- Director of Le Delos Invest II
- Director of Bendor SA (Luxembourg)

#### Offices that have expired over the last five years

##### Within the Group

- Manager of Havana Club Know-How SARL (Luxembourg)
- Director of Havana Club Holding SA (Luxembourg)
- Director of Champagne Perrier-Jouët

(1) Listed company. Committee: ● Chairman/Chairwoman ● Member

## Ms Patricia Barbizet



### Lead Independent Director

Age: 67

French

**Business address:**

Témaris & Associés  
40, rue François I<sup>er</sup>  
75008 Paris (France)

Number of shares held on 30 June 2022: **3,160**

Nominations and Governance Committee

Compensation Committee

CSR Committee

### Biography

Ms Patricia Barbizet is a graduate of ESCP Europe and began her career in 1976 with the Renault Véhicules Group in Treasury before becoming Financial Director of Renault Crédit International.

In 1989, she joined the Pinault Group as Chief Financial Officer and became, from 1992 to 2018, Chief Executive Officer of Artémis, the Pinault family's investment company. From 2014 to 2016, she was also CEO & Chairwoman of Christie's International and chaired the Strategic Investment Fund (SIF) Investment Committee from 2008 to 2013. She is currently Chairwoman of the Cité de la Musique – Philharmonie de Paris, Chairwoman of Zoé SAS, and director of Colombus.

Ms Patricia Barbizet was appointed Chairwoman of the Investissements d'Avenir France 2030 Supervisory Committee in April 2018 and has been Chairwoman of the Haut Comité de Gouvernement d'Entreprise since 1 November 2018.

**Ms Patricia Barbizet has been a Director of Pernod Ricard since 2018 and was appointed Lead Independent Director on 23 January 2019.**

### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- Director of TotalEnergies <sup>(1)</sup>
- Director of Colombus
- Chairwoman of Témaris et Associés
- Chairwoman of Zoé SAS
- Chairwoman of the Cité de la Musique – Philharmonie de Paris
- Chairwoman of the HCGE

### Offices held outside the Group that have expired over the last five years

- Director of AXA
- Director of Fnac-Darty<sup>(1)</sup>
- Vice Chairwoman of the Board of Directors of Kering <sup>(1)</sup>
- Director of Peugeot SA<sup>(1)</sup>
- CEO of Artémis
- CEO of Christie's International Plc (United Kingdom)
- Director of Yves Saint Laurent

(1) Listed company. Committee: ● Chairman/Chairwoman ● Member

## Mr Wolfgang Colberg



### Director

Age: 62

German

**Business address:**

Deutsche Invest Capital Partners  
Prinzregentenstrasse 56,  
D-80538 Munich (Germany)

Number of shares held on 30 June 2022: **1,076**

Audit Committee

### Biography

Mr Wolfgang Colberg holds a PhD in Political Science (in addition to qualifications in Business Administration and Business Informatics). He has spent his entire career with the Robert Bosch Group and the BSH Group. After joining the Robert Bosch group in 1988, he became Business Analyst (Headquarters), and then went on to become Head of Business Administration at the Göttingen production site (1990-1993), then Head of the Business Analyst Team and Economic Planning (Headquarters) (1993-1994), before being appointed as General Manager for the Group's Turkey and Central Asia affiliate. In 1996, he was appointed Senior Vice-President – Central Purchasing and Logistics (Headquarters).

Between 2001 and 2009, Mr Wolfgang Colberg was Chief Financial Officer at BSH Bosch und Siemens Hausgeräte GmbH and a member of the Executive Committee. He was then Chief Financial Officer of Evonik Industries AG as well as a member of the Executive Committee between 2009 and 2013. From 2013 to 2019, he was Industrial Partner of CVC Capital Partners, and since 2020 he has been Industrial Partner of Deutsche Invest Capital Partners.

**Mr Wolfgang Colberg has been a Director of Pernod Ricard since 2008.**

### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- Director of Thyssenkrupp AG<sup>(1)</sup> (Germany)
- Director of Burelle SA<sup>(1)</sup>
- Director of Solvay SA<sup>(1)</sup> (Belgium)
- Director of Dussur SA
- Industrial Partner, Deutsche Invest Capital Partners (Germany)
- Chairman of the Supervisory Board of ChemicalInvest Holding BV, Sittard (Netherlands)
- Chairman of the Board of AMSilk GmbH, Munich (Germany)
- Chairman of the Board of Efficient Energy GmbH, Munich (Germany)
- Member of the Regional Board of Deutsche Bank AG (Germany)

### Offices held outside the Group that have expired over the last five years

- Industrial Partner, CVC Capital Partners (Germany)

(1) Listed company. Committee: ● Chairman/Chairwoman ● Member

## 2. Corporate governance

Duties performed by the Directors

### Ms Virginie Fauvel



#### Independent Director

Age: 48

French

#### Business Address:

Harvest  
5, rue de la Baume  
75008 Paris (France)

Number of shares held on 30 June 2022: 263



Strategic Committee

#### Biography

Ms Virginie Fauvel is an engineer from the École des Mines de Nancy. She started her career in 1997 working for Cetelem as Group CRM and Risks analytics Director prior to becoming Group Digital Officer in 2004 and to be in charge of the e-business France BU. She then joined BNP Paribas's French retail bank in 2009 to manage and develop online banking, before joining BNP Paribas' Online Banking Europe BU in 2012. In this role, in 2013 she launched "HelloBank!", the first 100% mobile European bank, in Italy, France, Belgium and Germany. In July 2013, she joined Allianz France as member of the French Executive Committee in charge of Digital Transformation, Big Data, Communication and Market Management. She largely contributed to the company's transformation by placing digital innovation at the heart of its strategy. She subsequently became a member of the Management Board of Euler Hermes in January 2018, in charge of the Americas region and of the Group's transformation.

In September 2020, she became Chief Executive Officer of Harvest SAS, a software publisher specialising in financial and wealth management consulting.

**Ms Virginie Fauvel has been a Director of Pernod Ricard since 2020.**

#### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- Chief Executive Officer of Harvest SAS
- CEO of Holding Winnipeg (the ultimate holding company of Harvest)
- Consultant at Creadev

#### Offices held outside the Group that have expired over the last five years

- Director of Quadient<sup>(1)</sup>
- Director of Europcar Mobility Group<sup>(1)</sup>

(1) Listed company. Committee: ● Chairman/Chairwoman ● Member

### Mr Ian Gallienne



#### Independent Director

Age: 51

French

#### Business address:

Groupe Bruxelles Lambert  
24, avenue Marnix  
BE1000 Bruxelles (Belgium)

Number of shares held on 30 June 2022: 1,000



Compensation Committee



Strategic Committee

#### Biography

Mr Ian Gallienne has been CEO of Groupe Bruxelles Lambert since January 2012.

He holds a MBA from INSEAD in Fontainebleau. From 1998 to 2005, he was Manager of the Rhône Capital LLC private equity fund in New York and London. In 2005, he founded the private equity fund Ergon Capital Partners, of which he was Managing Director until 2012.

Mr Ian Gallienne has been a Director of Groupe Bruxelles Lambert since 2009, of Imerys since 2010, of SGS since 2013, of Adidas since 2016 and of Webhelp since 2019.

**Mr Ian Gallienne has been a Director of Pernod Ricard since 2012.**

#### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- CEO of Groupe Bruxelles Lambert<sup>(1)</sup> (Belgium)
- Director of Imerys<sup>(1)</sup>
- Director of SGS SA<sup>(1)</sup> (Switzerland)
- Director of Adidas AG<sup>(1)</sup> (Germany)
- Director of Webhelp (France)
- Chairman of the Board of Directors of Sienna Capital (Luxembourg)
- Manager of Serena 2017 SC
- Director of Société Civile Château Cheval Blanc
- Director of Compagnie Nationale de Portefeuille SA (Belgium)
- Director of Marnix French ParentCo (Webhelp Group)
- Director of Financière de la Sambre (Belgium)
- Director of Carpar (Belgium)

#### Offices held outside the Group that have expired over the last five years

- Director of Umicore<sup>(1)</sup> (Belgium)
- Director of Erbe SA (Belgium)
- Director of Frère-Bourgeois SA (Belgium)

(1) Listed company. Committee: ● Chairman/Chairwoman ● Member

## Mr César Giron



### Director

Age: 60

French

**Business Address:**  
Martell Mumm Perrier-Jouët  
5, cours Paul Ricard  
75008 Paris (France)

Number of shares held on 30 June 2022: **6,085**



**Nominations and Governance Committee**

### Biography

After graduating from the emlyon business school (formerly called *École Supérieure de Commerce de Lyon*), Mr César Giron joined the Pernod Ricard Group in 1987, where he has spent his entire career. In 2000, he was appointed Chief Executive Officer of Pernod Ricard Swiss SA before becoming Chairman and CEO of Wyborowa SA in Poland in December 2003.

From July 2009, Mr César Giron acted as Chairman and CEO of Pernod until his appointment, on 1 July 2015, as Chairman and CEO of Martell Mumm Perrier-Jouët.

**Mr César Giron is Chairman of the Management Board of Société Paul Ricard.**

**Mr César Giron is a grandson of Mr Paul Ricard, the founder of Société Ricard.**

**Mr César Giron has been a Director of Pernod Ricard since 2008.**

### Offices and main functions held on 30.06.2022 or at the date of resignation where applicable

#### Within the Group

- CEO of Martell Mumm Perrier-Jouët
- Chairman and CEO of Martell & Co
- Legal representative of the Manager of Champagne Perrier-Jouët
- Chairman of GH Mumm & Cie SVCS
- Chairman of Domaines Jean Martell
- Chairman of Augier Robin Briand & Cie
- Chairman of Le Maine au Bois
- Chairman of Financière Moulins de Champagne
- Chairman of Spirits Partners
- Director of Mumm Perrier-Jouët Vignobles et Recherches

#### Outside the Group

- Chairman of the Management Board of Société Paul Ricard
- Director of Le Delos Invest I
- Director of Le Delos Invest II
- Director of Bendor SA (Luxembourg)
- Chairman of FEVS

### Offices held outside the Group that have expired over the last five years

- Chairman of Société des Produits d'Armagnac "SPA"

Committee: ● Chairman/Chairwoman ● Member

## 2. Corporate governance

Duties performed by the Directors

### Ms Anne Lange



#### Independent Director

Age: 54

French

**Business address:**  
Pernod Ricard  
5, cours Paul Ricard  
75008 Paris (France)

Number of shares held on 30 June 2022: 1,000



Nominations and Governance Committee



Strategic Committee

#### Biography

A French citizen and graduate of the Institut d'Études Politiques of Paris and of the École Nationale d'Administration (ENA), Ms Anne Lange began her career within the office of the Prime Minister as Director of the State-Controlled Broadcasting Office. In 1998, she joined Thomson as Manager of Strategic Planning before being appointed Head of the eBusiness Europe Department in 2000. In 2003, Ms Anne Lange took up the function of General Secretary of the Rights on the Internet Forum, a public body reporting to the office of the Prime Minister. From 2004 to 2014, she joined the Cisco Group and successively hold the positions of Director of Public Sector Europe, Executive Director Global Media and Public Sector Operations (in the USA) and finally Innovation Executive Director within the Internet Business Solution Group division.

Having become an entrepreneur, Ms Anne Lange founded Mentis in 2014, a start-up specialised in the technology of application platforms and connected objects, and collaborates with major groups on mobility solutions and management of urban space, placing it at the centre of the connected territories' revolution. After the resale of this company, Ms Anne Lange embarked on a new entrepreneurial project that revolutionised the residential sector by offering premium quality shared Clubhouses. As an active Business Angel seasoned in detecting innovation, Ms Anne Lange acts as Senior Advisor for start-ups, large technology groups, strategy consulting firms and more traditional companies looking to find their own way along the transformation path. She is a member of the boards of directors of several listed companies (Orange, Pernod Ricard, Inditex, Peugeot Invest). Ms Anne Lange has expertise in innovation and digital technology, which she has developed over 20 years in both private and public sectors, from a global perspective.

**Ms Anne Lange has been a Director of Pernod Ricard since 2016.**

#### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- Director of Orange<sup>(1)</sup>
- Director of Peugeot Invest<sup>(1)</sup>
- Director of Inditex<sup>(1)</sup> (Spain)

#### Offices held outside the Group that have expired over the last five years

- Director of Econocom Group<sup>(1)</sup> (Belgium)
- Director of IN Group
- Founder and Manager of Mentis

(1) Listed company. Committee: ● Chairman/Chairwoman ● Member

## Mr Philippe Petitcolin



### Independent Director

Age: 69

French

#### Business address:

Nexter  
13, route de la Minière  
78034 Versailles (France)

Number of shares held on 30 June 2022: 310



Audit Committee



Strategic Committee

### Biography

Having held various positions within Europrim, Filotex (an affiliate of Alcatel-Alstom) and Labinal (now Safran Electrical & Power), Mr Philippe Petitcolin joined Snecma (now Safran Aircraft Engines) in 2006 as Chairman and CEO. From 2011 to 2013, he served as CEO for Safran's defence and security operations as well as Chairman and CEO of Safran Electronics & Defense. Between July 2013 and December 2014, Mr Philippe Petitcolin was Chairman and CEO of Safran Identity & Security and Chairman of the Board of Directors of Safran Electronics & Defense. From December 2014 to July 2015, he was Chairman of Safran Identity & Security.

On 23 April 2015, Mr Philippe Petitcolin was appointed Director of Safran by the General Meeting and CEO by the Board of Directors. On the same date, he became a member of the Board of The Aerospace and Defence Industries Association of Europe (ASD). In July 2015, he became Vice Chairman of Gifas (Group of French Aeronautical and Spatial Industries). In 2015, he was also appointed to the Board of Belcan Corporation, an engineering services provider. He has been a director of EDF since May 2019.

Mr Philippe Petitcolin served as Chief Executive Officer of Safran until 31 December 2020.

In March 2021, he was appointed Chairman of the Franco-German defence company KNDS.

**Mr Philippe Petitcolin has been a Director of Pernod Ricard since 2019.**

### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- Director of EDF<sup>(1)</sup>
- Member and Chairman of the Supervisory Board of Diot-Siaci TopCo
- Chairman of KNDS

### Offices held outside the Group that have expired over the last five years

- Director of Suez<sup>(1)</sup>
- Chief Executive Officer and Director of Safran<sup>(1)</sup>
- Chairman of Safran Identity & Security
- Chairman and CEO of Safran Identity & Security
- Chairman of the Board of Directors of Safran Identity & Security North America (formerly Morpho Track, LLC) (USA)
- Chairman of the Board of Directors of Morpho Detection International, LLC (USA)
- Chairman of the Board of Directors of Safran Electronics & Defense, Chairman and President of Morpho USA, Inc.
- Director of Safran Identity & Security USA (formerly Morpho Detection, LLC) (USA)
- Member of the Supervisory Board of Safran Identity & Security GmbH (formerly Morpho Cards GmbH) (Germany)
- Member of the Supervisory Board of Institut Aspen France
- Vice Chairman of Gifas
- Director of Belcan Corporation (USA)
- Board Member of The Aerospace and Defence Industries Association of Europe (ASD) (Belgium)

(1) Listed company. Committee: ● Chairman/Chairwoman ● Member

## 2. Corporate governance

Duties performed by the Directors

### Ms Patricia Ricard Giron



**Permanent Representative of Société Paul Ricard \*, Director**

Age: 59

French

**Business address:**  
Pernod Ricard France  
5, cours Paul Ricard  
75008 Paris (France)

Number of shares held by Ms Patricia Ricard Giron on 30 June 2022:  
**9,524**

Number of shares held by Société Paul Ricard on 30 June 2022:  
**28,265,211**

 **Strategic Committee**

#### Biography

Ms Patricia Ricard has been Chairwoman of the Institut Océanographique Paul Ricard since 2005, of which she has been a Director since 1986. From 2010 to 2015, she sat on the Economic, Social and Environmental Council.

She is also Vice-Chairwoman and spokesperson for the Ocean & Climate platform, as well as a member of the France Ocean Committee set up by the French ministry for the Ecological transition.

**Ms Patricia Ricard is a granddaughter of Mr Paul Ricard, founder of the Ricard company.**

#### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- Member of the Supervisory Board of Société Paul Ricard
- Chairwoman of Le Delos Invest III (Société Paul Ricard)
- Chairwoman of Société d'Aménagement et Hôtelière de Bendor (Société Paul Ricard)
- Chairwoman of Bendor Management (Société Paul Ricard)
- Director of Société des Eaux de Marseille (Veolia Group)
- Director of the Veolia Environnement Foundation
- Director of Les Terres Australes et Antarctiques Françaises
- Director of Plateforme Océan Climat
- Director of Parc National des Calanques
- Director of Institut de Recherche pour le Développement
- Director of the French National Museum of Natural History
- Director of CITEO
- Director of CEEBIOS
- Director of the Institut de la mer – Sorbonne University

#### Offices held outside the Group that have expired over the last five years

- None

\* Unlisted company, shareholder of Pernod Ricard. **Committee:** ● Chairman/Chairwoman ● Member

### Ms Namita Shah



**Independent Director**

Age: 53

Indian

**Business address:**  
TotalEnergies SE  
2, place Jean Millier  
92078 Paris La Défense

Number of shares held on 30 June 2022: **50**

 **CSR Committee**

#### Biography

A graduate of Delhi University and New York University School of Law, Ms Namita Shah began her career as a lawyer in the New York office of Shearman & Sterling, where, in particular, she worked on arranging project financing.

In 2002, she joined the team in charge of mergers and acquisitions at Total Group and in 2008 was appointed Business Development Manager in Australia and Malaysia in the New Business Department of the oil group. From 2011 to 2014, she held the position of Chief Executive Officer of Total Exploration & Production in Myanmar. In 2014, she took on the role of General Secretary of the Exploration-Production business unit which she held until 2016, when she joined the Group's Executive Committee, becoming Chief Executive Officer People & Social Responsibility. Lastly, in 2021, Ms Namita Shah took over as head of a newly created business unit at TotalEnergies, OneTech, which brings together all TotalEnergies' technical teams in charge of operations, projects and R&D teams.

**Ms Namita Shah has been a Director of Pernod Ricard since 2021.**

#### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- Member of the Executive Committee of TotalEnergies SE<sup>(1)</sup>
- Chairwoman of the TotalEnergies Corporate Foundation
- Chairwoman of Albatros
- Director of TotalEnergies Électricité et Gaz de France
- Director of Adani Total Private Limited

#### Offices held outside the Group that have expired over the last five years

- None

(1) Listed company. **Committee:** ● Chairman/Chairwoman ● Member

## Ms Kory Sorenson



### Independent Director

Age: 53

British

#### Business address:

Pernod Ricard  
5, cours Paul Ricard  
75008 Paris (France)

Number of shares held on 30 June 2022: 1,000



Audit Committee



Compensation Committee

### Biography

Ms Kory Sorenson is a British citizen born in the United States. She made her career in finance, with a focus on capital and risk management. She holds a Master's degree from the Institut d'Études Politiques de Paris, a Master's degree in Applied Economics from the University of Paris Dauphine and a Bachelor of Arts degree with honours in Political Science and Econometrics from the American University of Washington DC. She supplemented her training with executive programmes from Harvard Business School (2013), INSEAD (2016) and Stanford Graduate School of Business (2020). Ms Kory Sorenson held the position of Managing Director, Head of Insurance Capital Markets at Barclays Capital in London, where her team conducted innovative transactions in capital management, securitisation, mergers and acquisitions, as well as equity transactions, hybrid capital and risk management for major insurance companies. She previously led the team in charge of the financial markets, specialising in insurance, at Credit Suisse, and the team in charge of debt markets for financial institutions in Germany, Austria and the Netherlands at Lehman Brothers. She began her career in investment banking at Morgan Stanley and in finance at Total.

Ms Kory Sorenson is currently director and Chairwoman of the Audit Committee of SCOR SE (listed in Paris), director and Chairwoman of the Compensation Committee of Phoenix Group Holdings (listed in London), director and Chairwoman of the Audit Committee of SGS SA (listed in Switzerland), member of the Supervisory Board of Bank Gutmann, a private bank in Vienna, member of the Comgest Board of Partners in Paris and director of Basing TopCo Ltd in the United Kingdom.

Ms Kory Sorenson has been a Director of Pernod Ricard since 2015.

### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- Director of SGS SA<sup>(1)</sup> (Switzerland)
- Director of Phoenix Group Holdings<sup>(1)</sup> (United Kingdom)
- Director of SCOR SE (France)<sup>(1)</sup>
- Member of the Supervisory Board of Bank Gutmann (Austria)
- Member of the Comgest Board of Partners (France)
- Director of Basing TopCo Ltd (United Kingdom)

### Offices held outside the Group that have expired over the last five years

- Director of Prometic<sup>(1)</sup> (Canada)
- Member of the Supervisory Board of UNIQA Insurance Group AG<sup>(1)</sup> (Austria)
- Director of Institut Pasteur (non-profit foundation)
- Director of Aviva Insurance Limited (United Kingdom)
- Director of SCOR Global Life Americas Reinsurance Company (USA)
- Director of SCOR Global Life USA Reinsurance Company (USA)
- Member of the Supervisory Board of Château Troplong Mondot

(1) Listed company. Committee: ● Chairman/Chairwoman ● Member

## 2. Corporate governance

Duties performed by the Directors

### Ms Veronica Vargas



**Director**

Age: 41

Spanish

**Business address:**

Pernod Ricard  
5, cours Paul Ricard  
75008 Paris (France)

Number of shares held on 30 June 2022: **9,820**



CSR Committee

#### Biography

Ms Veronica Vargas received an Engineering degree from the University of Seville (Escuela Técnica Superior de Ingenieros) (Spain) and continued her training in industrial engineering in management at the École Centrale Paris (ECP).

Ms Veronica Vargas started her professional career in 2006 the Supply Chain team of Lafarge in Paris. In early 2007, she joined Société Générale Corporate & Investment Banking in Paris as part of the Strategic and Acquisition Finance team. She was then part of the London team from 2009 to 2019, where she was involved in advising key clients on all aspects related to the optimisation of their capital structure, as well as participating in their strategic financing, including acquisitions, spin-offs, share buybacks, and other strategic transactions.

Ms Veronica Vargas is permanent representative of Rigivar SL, a company that has been a member of the Supervisory Board of Société Paul Ricard since 2009.

Ms Veronica Vargas has also been a member of the Business Policy International Advisory Board of the San Telmo Business School since 2020, as well as the Investment Committee of the Africa Conservation & Communities Tourism Fund since 2021.

**Ms Veronica Vargas is a great-granddaughter of Mr Paul Ricard, the founder of Société Ricard.**

**Ms Veronica Vargas has been a Director of Pernod Ricard since 2015.**

#### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- Permanent representative of Rigivar SL, member of the Supervisory Board of Société Paul Ricard
- Member of the Business Policy International Advisory Board of the San Telmo Business School
- Member of the Investment Committee of the Africa Conservation & Communities Tourism Fund

#### Offices held outside the Group that have expired over the last five years

- None

Committee: ● Chairman/Chairwoman ● Member

### Ms Maria Jesus Carrasco Lopez



**Director representing the employees**

Age: 51

Spanish

**Business address:**

Pernod Ricard España  
C/\* Arequipa  
128043 Madrid (Spain)



Compensation Committee

#### Biography

Ms Maria Jesus Carrasco Lopez graduated from both ESIC Business and Marketing School (Master in Dirección de comercio internacional) and CENP (Diplomatura en comercio exterior) located in Spain.

She joined Pernod Ricard España in 1999, where she successively held the positions of Marketing Executive Assistant (from 1999 to 2010) and Trade Marketing Executive On Trade (from 2010 to 2019). She is currently holding the position of Regional Trade Marketing Manager and supervises all regional action plans in accordance with the Group's strategy.

Ms Maria Jesus Carrasco Lopez has been a Director representing the employees on the Board of Directors of Pernod Ricard since her appointment in December 2018. She has been a member of the Compensation Committee since 27 April 2022 and was previously a member of the CSR Committee.

#### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- None

#### Offices held outside the Group that have expired over the last five years

- None

Committee: ● Chairman/Chairwoman ● Member

## Mr Brice Thommen



### Director representing the employees

Age: 43

Swiss

**Business address:**

Pernod Ricard France  
10, place de la Joliette  
13002 Marseille (France)

### Biography

With Swiss and French nationalities, Mr Brice Thommen is a graduate of the IAE (Institut d'administration des entreprises) Aix-en-Provence. He began his career at Roche in 2001, where he held several positions in pharmaceutical development in Switzerland and the United States.

In 2013, he then became a management controller within Naval Group's teams, followed by Airbus Helicopters. At the end of 2015, he joined the Pernod Ricard Group as Management Controller for the companies Ricard and Pernod, where he stayed until 2019 when he became Master Data Manager of Pernod Ricard France.

In November 2021, following his election by the France Group Committee, he was appointed Director representing the employees within the Board of Directors of Pernod Ricard SA.

Very involved in the Group, Mr Brice Thommen has also held several positions as employee representative within the Group (elected member of the SEC at Ricard and then Pernod Ricard France, member and secretary of the France Group Committee).

### Offices and main functions held outside the Group on 30.06.2022 or at the date of resignation where applicable

- None

### Offices held within the Group that have expired over the last five years

- None

The Directors do not hold any salaried positions within the Group, with the exception of Mr César Giron, Chairman and CEO of Martell Mumm Perrier-Jouët, Ms Patricia Ricard Giron (Permanent Representative of Société Paul Ricard, Director), Ms Maria Jesus Carrasco Lopez, Director representing the employees and Regional Trade Marketing Manager at Pernod Ricard España, and Brice Thommen, Director representing the employees and Master Data Manager at Pernod Ricard France in Marseille.

## 2.4 Governance structure

### 2.4.1 Reunification of the functions of Chairman of the Board of Directors and CEO

Since Mr Pierre Pringuet's term of office as Chief Executive Officer expired on 11 February 2015, and since the Chairwoman of the Board of Directors at the time (Ms Danièle Ricard) wished to step down from the Board, during its meeting of 11 February 2015 the Board resolved, in accordance with the French Commercial Code and the AFEP-MEDEF Code adopted by the Company, to combine the positions of Chairman and CEO and appointed Mr Alexandre Ricard as Chairman and CEO. The Company has also appointed a Lead Independent Director on 23 January 2019. In addition, in order to provide the checks and balances necessary in the exercise of such powers, as well as good governance, the Company sought to establish guarantees, notably:

- as part of the Group's Senior Management, the Chairman and CEO relies on two management bodies:
  - the Executive Board, which endorses all major decisions relating to the Group's strategy, and
  - the Executive Committee, which ensures coordination between the Headquarters and its affiliates, in accordance with the Group's decentralised model;
- limitations on the powers of the Chairman and CEO by the Board of Directors: prior authorisation by the Board of Directors is necessary in particular for external growth transactions or disinvestments for amounts greater than €100 million and for loans exceeding €200 million (see the Subsection 2.4.3 "Limitation on the powers of the Chairman and CEO" hereinafter); and
- five specialised Committees, responsible for preparing the work of the Board of Directors relating to the following topics: audit, compensation, nominations and governance, strategy and CSR. These Committees are mainly composed of independent Directors<sup>(1)</sup>, the Company being in line with or going beyond the recommendations of the AFEP-MEDEF Code on the percentage of independent Directors (Audit Committee: 67% vs. 67% recommended; Compensation Committee: 100% vs. 50% recommended; Nominations and Governance Committee: 67% vs. 50% recommended; Strategic Committee: 67% vs. no recommendation and CSR Committee: 67% vs. no recommendation).

(1) The Directors representing the employees are not taken into account to establish the percentages of independence and women in senior positions in accordance with the AFEP-MEDEF Code and article L. 225-27-1 of the French Commercial Code respectively.