

**Information relating to the compensation and benefits of
Mr. Alexandre Ricard, Chairman & Chief Executive Officer**

At the meeting of the Board of Directors held on 28 August 2024, the Board, on the recommendations of the Compensation Committee, decided the following regarding the compensation of Mr. Alexandre Ricard, Chairman & Chief Executive Officer of Pernod Ricard:

Variable compensation for FY 2024

The Board of Directors, on the recommendations of the Compensation Committee, in accordance with the remuneration policy approved by shareholders on the 10 November 2023, and after approval of the financial elements by the Audit Committee, assessed the amount of the variable compensation of Mr. Alexandre Ricard, Chairman & Chief Executive Officer for FY 2024.

Considering the financial, non-financial and qualitative criteria set by the Board on 18 October 2023 and the achievement levels recognized on 30 June 2024, the amount of annual variable compensation due for FY 2024 was determined to be 1,243,125 EUR, corresponding to a payout of 99.45% of his FY 2024 annual fixed compensation and to an achievement level of 90.41% of the objectives, evaluated as follows:

Financial criteria (80% target – 150% maximum): 63.45%

- **Achievement of the annual target for Group profit from recurring operations (20% target – 37.5% maximum): 0%**
- **Achievement of the annual target for Group share of net profit from recurring operations (20% target – 37.5% maximum): 0%**
- **Achievement of the annual target for Group recurring free cash flow (20% target – 37.5% maximum): 25.95%**
- **Achievement of the annual target for the ratio of Group profit from recurring operations to net sales (20% target – 37.5% maximum): 37.50%**

Non-financial and qualitative criteria (30% target - 45% maximum): 36%

ESG criteria: 26%, above target

Details of the 4 ESG criteria:

1. Diversity & Inclusion: Increase of one point in the gender equality ratio for Top Management (5% target- 7,5% maximum)

Overperformance, **maximum achieved at 7.5%** based on the following elements:

- 38% women in Top Management as of 30 June 2024
- Increase of 2.8 points compared with FY 2023
- Equileap ranking in the Top 100 worldwide in 2023 and 6th in France

2. Health & Safety: Achievement of the target in decreasing of the accident frequency rate. Target AFR: 2 (5% target- 7,5% maximum)

Target achieved at 5% based on the following elements:

- AFR at the end of FY 2024: 2

- 24% decrease of the accident frequency rate versus FY 2023, in particular thanks to the deployment of awareness campaigns throughout the Group and the commitment of all employees, especially management

3. Nature & Climate: Deploy in-house and external collaboration programmes to promote progress in climate resilience and reducing carbon emissions (5% target- 7,5% maximum)

Performance **above target at 6%** based on the following elements:

A series of major in-house initiatives:

- carbon emissions reduction targets approved by the SBTi;
- the deployment of tools to accelerate the carbon emissions reduction and climate resilience using artificial intelligence;
- collaboration with TOWT for the first cargo sailboat exports to the United States;
- deployment of MVR (water vapour reuse) technology;
- switching from coal to biomass to power distilleries.

Highly active participation, recognised externally:

- EcoVadis gold medal;
- A- rating in CDP Climate Change and CDP Water Security;
- participation in the World Business Council for Sustainable Development and One Planet Business for Biodiversity;
- 5-year agreement signed with ecoSPIRITS.

4. Carbon Impact: FY 2024 Scope 1 and 2 objective: maximum of 240,000 tonnes of CO₂ emissions in absolute values (5% target- 7,5% maximum)

Overperformance, **maximum achieved at 7.5%** based on the following elements:

- 208,000 tonnes of CO₂ emissions in absolute values, a significant decrease (21%) compared to June 30 2023

Management / Transformation criterion

New organisation structure: Successful implementation of the new governance, new teams and new organisation structure / Improvement in team work and upskilling within the teams, in order to seize opportunities for resource pooling and take advantage of available economies of scale (5% target- 7,5% maximum)

Overperformance, **maximum achieved at 7.5%** based on the following elements:

- Simplification of the organisation structure and governance, enabling more effective interaction and facilitating decision-making in a deteriorated environment
- Significant progress on the main transformation projects
- Reorganisation across the Group to enable a faster, more agile response to consumer needs, the pooling of expertise and a more impactful organisation

Specific annual focus criterion

US market: Market share gains in value terms in the United States and achievement of goals for newly integrated acquisitions (5% target- 7,5% maximum)

Performance **below target at 2.5%** based on the following elements:

Market shares gain in value terms of the United States: not achieved



Pernod Ricard

Créateurs de convivialité

Achievement of numerous goals regarding our newly integrated acquisitions:

- Strong growth for Codigo and market share gains in the category
- Commercial integration of Skrewball within PR USA
- Expanding presence in the Group's key markets
- Creation of a new Brand Company to accelerate the development of American whiskeys
- Very good progress on the construction of the new distillery

Compensation policy for Mr. Alexandre Ricard for FY 24

In view of the upcoming renewal of the Chairman & CEO's term of office, the Compensation Committee carried out an in-depth review of his compensation policy, comparing it – with the assistance of a specialised external firm – with that of his peers and with changes in market practices (details available in universal registration document 2023/24), while taking into account the priorities of our shareholders and of proxy advisory firms, and the principles set out in the AFEP-MEDEF Code in relation to setting executives' compensation.

Accordingly, on the recommendation of the Compensation Committee, the Board of Directors proposed on 28 august 2024 the following changes to the compensation policy for the Chairman & CEO as from FY 2025:

| | FY 2024 compensation policy | New compensation policy |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fixed compensation | €1,250,000 | €1,325,000 |
| Variable compensation | Target: 110% of fixed compensation Maximum: 180% of fixed compensation <u>Performance conditions</u> <ul style="list-style-type: none"> • Financial criteria: target 80% and maximum 150% of fixed compensation • Non-financial and qualitative criteria: target 30% and maximum 45% of fixed compensation | Target: 110% of fixed compensation Maximum: 180% of fixed compensation <u>Performance conditions</u> <ul style="list-style-type: none"> • Financial criteria: target 80% and maximum 135% of fixed compensation • Non-financial and qualitative criteria: target 30% and maximum 45% of fixed compensation |
| Long-term variable compensation | 150% of fixed compensation, subject to performance conditions | Maximum amount: 100% of fixed and maximum annual variable compensation, subject to performance conditions |
| Supplementary pension scheme | 20% of fixed and variable compensation (10% in performance shares and 10% in cash) | |
| Deferred commitments | Non-compete clause + forced departure clause: combined maximum of 24 months' compensation (fixed and variable) | |
| Multi-year/exceptional variable compensation | Any multi-year variable compensation or exceptional compensation must be precisely communicated and justified. No such compensation currently exists. | |
| Other | Company car/collective healthcare and welfare schemes | |