

Information relating to the compensation of the Chairman & Chief Executive Officer

At the meeting of the Board of Directors held on 27 August 2025, 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 2025

The Board of Directors, on the recommendations of the Compensation Committee, in accordance with the remuneration policy approved by shareholders on the 8 November 2024, 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 2025.

Considering the financial, non-financial and qualitative criteria set by the Board on 16 October 2024 and the achievement levels recognized on 30 June 2025, the amount of annual variable compensation due for FY 2025 was determined to be 1,466,775 EUR, corresponding to a payout of 110.70% of his FY 2025 annual fixed compensation and to an achievement level of 100.64% of the objectives, evaluated as follows:

Financial criteria (80% target – 135% maximum): 80,70%

- **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): 13.20%**
- **Achievement of the annual target for Group recurring free cash flow (20% target – 37.5% maximum): 33.75%**
- **Achievement of the annual target for the ratio of Group profit from recurring operations to net sales (20% target – 37.5% maximum): 33.75%**

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

ESG criteria (20% target – 30% maximum) :

1. Diversity & Inclusion (5% target- 7,5% maximum)

FY 2025 objective: Increase of 1.5 points in the gender equality ratio for Top Management

- Target: 39.5% women in Top Management
- Achievement on 30 June 2025: 40% women in Top Management
 - Annual target exceeded
 - 2030 objective set at the launch of the "Good Times from a Good Place" S&R roadmap in 2019 achieved five years ahead of schedule
- Payout rate: 7.5% (maximum level), reflecting the outperformance on this criterion and the early achievement of the medium-term target, reached five years ahead of plan

2. **Health & Safety** (5% target- 7,5% maximum)

FY 2025 objective: 20% reduction in the frequency of workplace accidents with lost time

- Target: AFR: 1.6
- Achievement on 30 June 2025: AFR: 1.57
 - 21.5% reduction in the frequency of workplace accidents with lost time compared to FY 2024
 - Mobilisation of management and all employees
- Payout rate: 5% (target level)

3. **Nature & Climate** (5% target- 7,5% maximum)

FY 2025 objective: Deploy in-house and external collaboration programmes to promote progress in climate resilience and reduce carbon emissions

- Achievement on 30 June 2025: the Group has made significant progress in terms of resilience and reducing carbon emissions, through the following key initiatives:
 - drawing up and validating regenerative agriculture roadmaps for six subsidiaries
 - an initiative to restore the La Voisine forest, helping to preserve biodiversity and capture carbon
 - formalising a regenerative agriculture project for French wheat with the agricultural cooperative Vivescia (covering 10,000 tonnes of French wheat per year)
 - developing the GAIA tool, dedicated to measuring the Group's Nature & Climate footprint, through close collaboration between internal teams (Global Digital Acceleration, S&R, Purchasing) and external partners (suppliers of agricultural raw materials, sustainability experts, etc.). This tool has enabled Pernod Ricard to better assess its environmental impact and build resilience models for 20 key terroirs
- Payout rate: 5% (target level)

4. **Carbon Impact** (5% target- 7,5% maximum)

FY 2025 objective: Absolute reduction in CO₂ emissions

- Target: maximum of 200,000 tonnes of CO₂ emissions in absolute terms
- Achievement on 30 June 2025: 173,700 tonnes of CO₂ emissions in absolute terms, thanks to decarbonisation initiatives such as MVR (mechanical vapour recompression), energy efficiency and the transition to renewable energies, but a one-off reduction in distillation activities
- Payout rate: 5% (target level), as part of this result is also attributable to a one-off reduction in distillation activities

Management / Transformation criterion (5% target- 7,5% maximum)

FY 2025 objective: Developing a new strategic plan for the Group with a renewed long-term growth objective (3 to 10 years)

- Achievement on 30 June 2025: Establishing an ambitious Group wide strategic business plan in consultation with all stakeholders, and design of the target organisation to ensure its effective implementation from January 2026
- Payout rate: 5% (target level)

Specific annual focus criterion (5% target- 7,5% maximum)

FY 2025 objective: Implementing the US strategy and meeting targets for recently acquired Strategic Brands

- Achievement on 30 June 2025: Implementing planned resources in terms of strategy and organisation. Initial results are positive, but the gap with the market has not yet been fully bridged. Ambition for acquisitions partially fulfilled
- Payout rate: 2.5%

Compensation policy for Mr. Alexandre Ricard for FY 2026

The Board of Directors reviewed the compensation elements of Mr. Alexandre Ricard on August 27, 2025. To ensure consistency and stability in the compensation policy, the Board of Directors decided **not to make any significant changes to the compensation policy** for FY 2026 following the modifications implemented for FY 2025.

Accordingly, the compensation elements of Mr. Alexandre Ricard in his capacity as Chairman & Chief Executive Officer for FY 2026 will be as follows:

Fixed compensation	€1,325,000
Annual 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 135% of fixed compensation Non-financial and qualitative criteria: target 30% and maximum 45% of fixed compensation
Long-term variable compensation	Maximum amount: 100% of fixed and maximum annual variable compensation, subject to performance conditions
Supplementary pension scheme	20% of annual 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

However, to ensure that Mr. Alexandre Ricard's compensation remains aligned with the Group's strategy, and in particular to reflect the update of the S&R roadmap, the Board of Directors has decided to adjust certain performance criteria in the short- and long-term variable compensation, effective from FY 2026.