Pernod Ricard
Créateurs de convivialité

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

At its meeting of 26 August 2026, the Board of Directors of Pernod Ricard, acting on the recommendation of the Compensation Committee, determined the compensation components of Alexandre Ricard, Chairman & Chief Executive Officer of Pernod Ricard.

Annual variable compensation for FY 2026

Given the mixed market conditions in FY 2026 and in light of the significant transformation and adaptation efforts undertaken across the organisation, and with a view to being consistent internally, Alexandre Ricard informed the Board of Directors at its meeting on 26 August 2026 that he wished his annual variable compensation to be capped at 80% of the target level.

On the recommendation of the Compensation Committee, the Board of Directors took note of this and set the amount of the annual variable compensation to be paid to Alexandre Ricard in respect of FY 2026 at €1,166,000, i.e. 80% of the target level.

Independently of this decision, the Board of Directors assessed the annual variable compensation criteria as follows:

- for the financial criteria, the variable compensation was assessed at 72.42% of Alexandre Ricard's annual fixed compensation, for a target of 80%;
- for the non-financial and qualitative criteria, the variable compensation was assessed at 36% of annual fixed compensation, for a target of 30%.

On this basis, the theoretical annual variable compensation would have amounted to €1,436,565, representing 108.42% of Alexandre Ricard's annual fixed compensation and 98.56% of the target level, as detailed below:

Performance criteria	Target	Maximum	FY 2025/26 results	Achievement rate (as a % of fixed compensation)
FINANCIAL CRITERIA				
Group profit from recurring operations (PRO)	20%	33.75%	€2,423m	2.89%
Group share of net profit from recurring operations (NPRO)	20%	33.75%	€1,476m	18.80%
Group recurring free cash flow (RFCF)	20%	33.75%	€1,440m	33.75%
Ratio of Group profit from recurring operations to net sales (PRO/NS)	20%	33.75%	-35 bps	16.98%
Financial criteria sub-total	**80%**	**135%**		**72.42%**
NON-FINANCIAL AND QUALITATIVE CRITERIA				
Sustainability & Responsibility (S&R)	**15%**	**22.5%**		**21%**
Health & Safety: reduction in the frequency rate of accidents with or without lost time	5%	7.5%	*Overperformance*	7.5%
Climate adaptation and regenerative agriculture: sourcing from priority terroirs	5%	7.5%	*Performance above target*	6%
Carbon impact: reduction in CO_2 emissions in absolute terms	5%	7.5%	*Overperformance*	7.5%
Annual strategic priorities	**15%**	**22.5%**		**15%**
Management/Transformation: Implementation of the Tomorrow 2 plan and improved operational efficiency	5%	7.5%	*Overperformance*	7.5%
Innovation: net sales generated by innovations	5%	7.5%	*Overperformance*	7.5%
US market: performance aligned with the market by the end of the financial year	5%	7.5%	*Objective not achieved*	0%
Non-financial and qualitative criteria sub-total	**30%**	**45%**		**36%**
TOTAL	**110%**	**180%**	**98.56% of the target level**	**108.42%**

Details of the financial, non-financial and qualitative criteria, as well as the assessment methods applied by the Board of Directors, are set out in section 2.6.1 “Components of the compensation paid during or awarded for FY 2026 to Alexandre Ricard, Chairman & CEO (7th resolution)” of the FY 2026 Universal Registration Document.

The payment of Alexandre Ricard’s annual variable compensation, set at €1,166,000, i.e. 80% of the target level, in respect of FY 2026, is subject to the approval of resolution no. 7, which will be submitted to the shareholders’ vote at the Shareholders’ Meeting of 20 November 2026.

Compensation policy for Alexandre Ricard in respect of FY 2027

At its meeting of 26 August 2026, the Board of Directors reviewed the compensation policy for the Chairman & CEO in light of the Group’s strategy, its competitive positioning, market practices and feedback from shareholders and proxy advisory firms. This review confirmed the relevance of the policy. Accordingly, the Board of Directors decided to not make any substantial changes to the compensation structure for FY 2027. The various components of compensation, their balance and the level of expectations they entail therefore remain unchanged.

Pernod Ricard
Créateurs de convivialité

The Board of Directors nevertheless wished to make changes to certain aspects of the compensation policy in order to take account of the Group's strategic priorities, to make the scheme clearer to shareholders and to clarify certain governance mechanisms.

Accordingly, the following adjustments are proposed for FY 2027:

Changes to the performance criteria for annual variable compensation	For FY 2027, the Board of Directors, acting on the recommendation of the Compensation Committee, decided to adjust certain performance criteria in order to better reflect the Group's operational and strategic priorities for the coming financial year. Consequently, the criterion relating to operating margin has been replaced by a net sales criterion. This change is intended to strike a better balance between growth and profitability objectives in a context where accelerating business growth constitutes a key priority. Furthermore, the Scope 1 and 2 carbon-related criterion, which is already included in the long-term plan, has been replaced by a water resource protection criterion. This development reflects the growing importance of issues relating to the long-term management of this resource for the Group's business and ensures greater consistency between the performance criteria for annual variable compensation and the long-term commitments set out in the S&R roadmap.
Enhancing transparency	As part of the ongoing dialogue with shareholders and proxy advisory firms, the Board of Directors wished to make the compensation policy clearer. Without compromising the confidentiality of the Group's financial objectives — the disclosure of which could constitute guidance — the Board decided to improve the information provided by specifying a trigger range for annual variable compensation payments, expressed as a percentage of the target, thereby enabling an assessment of the requirements of the criteria. The Board also wished to clarify the areas covered by the non-financial and qualitative criteria in order to provide a better understanding of their contribution to the Group's strategy.
Clarification and guidelines for exceptional compensation	In order to make the compensation policy clearer and bring it into line with governance best practices, the Board of Directors clarified the provisions relating to exceptional compensation and any possible welcome bonuses by setting them out separately to make them easier to understand. Furthermore, the Board decided to introduce a specific maximum for any exceptional compensation that may be awarded to the Chairman and Chief Executive Officer. Accordingly, the amount of exceptional compensation may not exceed 100% of the target annual compensation. This maximum constitutes an absolute limit that applies regardless of the nature of the circumstances that justified its award.

Other than these changes, the other components of the compensation policy remain unchanged. Details of this compensation policy are set out in section 2.6.2 "Compensation policy for the Chairman & CEO (8th resolution)" of the FY 2026 Universal Registration Document, which will be submitted to the shareholders' vote at the Shareholders' Meeting of 20 November 2026 (8th resolution).