



**STEERING WITH AGILITY, DISCIPLINE AND STRATEGIC CONVICTION, IN A TRANSITION YEAR**

**H1 FY26 ORGANIC SALES DECLINE -5.9% (-14.9% REPORTED)**  
**H1 FY26 ORGANIC PRO<sup>1</sup> DECLINE -7.5% (-18.7% REPORTED)**

Alexandre Ricard, Chairman and Chief Executive Officer, stated:

*“Our priorities are clear: to strengthen the desirability of our brands as a foundation of long-term, sustainable growth; to drive greater efficiency across the organization; and to enhance cash generation.*

*Our balanced geographical footprint, diversified portfolio and highly engaged teams put us in a unique position to navigate a contrasted environment and seize opportunities. We remain fully committed to adapting with agility and executing with discipline to meet evolving consumer needs and capture growth.*

*Building on the journey we began in 2023, we have made significant progress on our FY26-29 €1 billion Operational Efficiencies program, including the rollout of our Fit for Future operating model. One third of the targeted efficiencies will be delivered this year and we have accelerated the normalization of our strategic investments.*

*I remain confident in the attractive fundamentals of our industry, Pernod Ricard’s strategy and the resilience of our operating model to deliver sustainable value over time.”*

- ✓ **Soft H1 in a contrasted environment**, broadly stable when excluding US and China, for which the declines are amplified by inventory adjustments, with growth in many markets across all regions
- ✓ **Q2 trajectory improving**, notably in GTR and accelerating in India
- ✓ H1 unfavourable foreign currency exchange impact, while perimeter effects are accretive to the Operating Margin
- ✓ **Defending the Organic Operating Margin**, strongly supported by operational efficiencies, with Tariffs and COGS inflation, notably on aged liquids, partially mitigated through operational levers
- ✓ **Sharp reduction in Structure costs of -10%**, driven by implementation of the Fit for Future operating model and ongoing strong cost discipline
- ✓ **Strong improvement in Free Cash Flow of +9.5%** despite the decline in PRO, leading to enhanced cash conversion with normalizing Strategic Investments and disciplined Operating Working Capital management
- ✓ **Active portfolio management**, notably with the disposal of Imperial Blue business

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<sup>1</sup> Profit from Recurring Operations



## **SALES**

**Sales for H1 FY26 totaled €5,253m**, an organic decline of -5.9% and -14.9% reported, with a negative Foreign Exchange impact of -€356m mainly linked to US dollar, Indian Rupee, Turkish Lira, and a negative Perimeter of -€217m mainly due to brand disposals.

### **By region:**

- **Americas -12%,**
  - **USA -15%,**
    - Spirits market conditions remaining soft
    - Our Sell-out value gap-to-market<sup>2</sup> has continued to narrow to c.2 points, benefitting from ongoing focus on execution
    - Key brands including Jameson, Kahlúa and The Glenlivet are beating their competitive set in H1
    - Sales in H1 were impacted by some inventory adjustments, expected to impact sales over the full year
  - **Canada** solid growth, good momentum on the RTD portfolio and Absolut
  - **Brazil** in decline, temporarily impacted by the methanol crisis, expecting return to growth in H2
  - **Mexico** declined facing weak market conditions amidst uncertain macro-economic environment
- **Asia-RoW -4%,**
  - **India +4% (+8% exc. Imperial Blue)**
    - Dynamic growth, sequentially improving in Q2 though still impacted by excise policy changes in Maharashtra, with strong underlying demand and continuing premiumization trends
    - DD growth on Strategic International Brands notably Jameson, Ballantine's and Absolut and MSD growth on Royal Stag and Blenders Pride
    - Strong innovation programs led by the launch of Xclamation, a range of premium local spirits
    - Continued strong momentum expected in H2
  - **China -28%**
    - Tightened regulatory environment impacting high end on-trade and persistent macro economic and consumer sentiment weakness
    - Martell and Chivas negatively affected by market conditions, premium brands including Absolut and Jameson in strong growth
    - Sales impacted by some inventory adjustments; and unfavourable Q2 comparison basis with the later timing of CNY, expected to reverse in H2
    - Cautious trade sentiment ahead of CNY
  - **Türkiye** maintains its very strong performance, with good growth across the portfolio
  - **South Africa** in solid growth, with strong performance of Martell
  - **Japan**, strong growth, with Perrier-Jouët growing double-digits
  - **Australia** resilient performance, solid momentum on RTDs & Jameson
  - **South Korea**, rate of decline moderating

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<sup>2</sup> Bottled Spirits market



- **Europe -3%,**
  - Modest market contraction in France with sales impacted by phasing
  - Germany and Spain in decline driven by soft market conditions
  - UK resilient in a market showing signs of stabilisation
  - Poland in growth, amplified by phasing ahead of excise tax increases
  - Jameson and Absolut in modest growth, strong sales of Perrier-Jouët and Bumbu
- **Global Travel Retail -3%,**
  - Rebound in Q2 with the resumption of Martell sales in China Duty Free
  - Asia beyond China continues to see weakness, notably in South Korea
  - Good growth in Sell-out in Europe & Americas, sustained momentum in the cruise channel
  - GTR expected to be broadly stable in FY26

**By brand:**

- **Strategic International Brands -7%,**
  - Martell, in strong decline due to performance in China, while enjoying strong growth in South Africa, Nigeria and the US
  - Jameson in decline in the US though with improving sell-out momentum, notably with solid growth in India and Germany
  - Absolut in strong growth in India, China, Türkiye and Canada
  - Stellar performance of Perrier-Jouët growing double-digits across all regions
- **Strategic Local Brands -2%,** with Royal Stag and Blenders Pride enjoying mid-single-digit growth offset by a decline on Imperial Blue
- **Specialty Brands -7%,** Bumbu in strong growth, offset by the decline of Aberlour in the US and Lillet in Germany
- **RTDs +12%,** with a broad-based momentum across the portfolio

**RESULTS**

**H1 FY26 PRO reached €1,614m**, an organic decline of -7.5%, a reported decline of -18.7%

- Gross Margin -216bps organic decline, impacted by moderately negative price and mix at c.50bps, tariffs increase at c.70bps on US and China, and net COGS effect of low-single-digit increase driven by inflation from aged Wet Goods, lower fixed costs absorption and savings on dry goods. COGS are strongly benefiting from Operational Efficiencies.
- A&P at 13% of Net Sales, phasing skewed toward H2
- Rapid implementation of simplified organisation and strict cost discipline leading to a sharp reduction in structure costs at -10%, to continue in H2
- Operating Margin contracted organically -55bps, and -142bps on a reported basis to 30.7%
- Accretive perimeter<sup>3</sup> effect on the Operating Margin
- Adverse FX of -€187m, largely on USD, Turkish Lira, Indian Rupee and Chinese Yuan

Group share of Net PRO was €1,018m, down -20%. Optimization of financing costs leading to decrease in Recurring Financial Expenses, with an average cost of debt reduced to 3.2% (from 3.4%). Reduced Income Tax on Recurring Operations, in line with the reduction in PRO.

<sup>3</sup> Negative perimeter effect on the PRO of -€39m mainly disposals of Wine brands, Finnish brands and one month of Imperial Blue



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Group Share of Net Profit is €975m, down -18%. Non-Recurring Operating Expenses include costs of Group restructuring, and disposals' proceeds and impairments.

Earnings Per Share in decline of -20% to €4.04, reflecting lower Group Share of Net Profit from Recurring Operations and unfavourable FX.

### **FREE CASH FLOW AND DEBT**

**Free Cash Flow at €482m**, +€42m (+9.5%) vs H1 FY25, driven by optimized strategic investments and strong operating working capital management, leading to an improvement in Cash conversion.

**Net debt** decrease on 12 months to December, by c.-€900m to **€11,168m** with H1 increase vs June 2025 +€441m. **The Net Debt/EBITDA** ratio at average rate<sup>4</sup> stands at **3.8x** at 31 December 2025, reflecting the impact of lower EBITDA (including FX), and timing of dividend payments.

**Actively focusing on cash generation to preserve a strong balance sheet**, with Strategic investments normalizing, reducing from peak levels, ongoing operating working capital improvement initiatives, as the PRO returns to growth, and with dynamic portfolio management.

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<sup>4</sup> Based on average EUR/USD rate: 1.13; calculation made of last twelve-month average



## **FY26 Outlook**

In a context that remains volatile and uncertain, we remain focused on capturing growth opportunities, and as such, we continue to expect FY26 to be a transition year with improving trends in Organic Net Sales, skewed toward H2

We continue to invest to increase our brands' desirability with sharp allocation, efficiency, innovation and experiences with A&P investment ratio expected to remain at c.16%

We will defend our organic Operating Margin to the fullest extent possible, supported by strict cost control and the implementation of our FY26 to FY29 €1bn Operational Efficiencies program, including the adaptation of our "fit for future" organisation

Focus on cash generation to continue, with strategic investments now revised to c.€750m and strong operating working capital management

Aiming for c.80% and above cash conversion from FY26

FX impact expected to be significantly negative<sup>5</sup>

## **Medium Term FY27-29**

Leveraging our unique broad-based and balanced geographic breadth and diversified portfolio of premium international spirits

Projecting Organic Net Sales growth, aiming for the range of +3% to +6% p.a<sup>6</sup> on average, with annual Organic Operating Margin expansion

Anticipating organic margin expansion to be supported by efficiencies of €1bn from FY26 to FY29, with program to optimize Operations and implement a Fit For Future organisational structure

Maintaining consistent investments behind our brands with c.16% A&P/Net Sales, with agility and responsiveness to maximise opportunity by brand and market

Strong cash generation aiming for c.80% and above cash conversion to fund our financial policy priorities, with strategic investments normalizing to no more than c.€800m p.a

We are confident in our strategy, in our operating model and in the engagement of our teams, to deliver sustainable value growth over time

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<sup>5</sup> Based on current Spot rates

<sup>6</sup> Per annum



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All growth data specified in this press release refers to organic growth (at constant FX and Group structure), unless otherwise stated. Data may be subject to rounding.

A detailed presentation of H1 FY26 Sales & Results can be downloaded from our website: [www.pernod-ricard.com](http://www.pernod-ricard.com)

### **Definitions and reconciliation of non-IFRS measures to IFRS measures**

Pernod Ricard's management process is based on the following non-IFRS measures which are chosen for planning and reporting. The Group's management believes these measures provide valuable additional information for users of the financial statements in understanding the Group's performance. These non-IFRS measures should be considered as complementary to the comparable IFRS measures and reported movements therein.

#### Organic growth

- Organic growth is calculated after excluding the impacts of exchange rate movements, acquisitions and disposals, changes in applicable accounting principles and hyperinflation.
- Exchange rates impact is calculated by translating the current year results at the prior year's exchange rates and adding the year-on-year variance in the reported transaction impact between the current year and the previous year.
- For acquisitions in the current year, the post-acquisition results are excluded from the organic movement calculations. For acquisitions in the prior year, post-acquisition results are included in the prior year but are included in the organic movement calculations of the current year only from the anniversary date of the acquisition.
- The impact of hyperinflation on Profit from Recurring Operations in Türkiye and Argentina is excluded from organic growth calculations by capping local unit price/cost increases to a maximum of +26% per year, equivalent to +100% over three years.
- Where a business, brand, brand distribution right or agency agreement was disposed of or terminated in the prior year, the Group excludes the results for that business from the prior year in the organic movement calculations. For disposals or terminations in the current year, the Group excludes the results for that business from the prior year from the date of the disposal or termination.
- This measure enables users to compare the Group's performance on a like-for-like basis, focusing on areas that local management is most directly able to influence.

#### Profit from recurring operations

Profit from recurring operations corresponds to the operating profit excluding other non-recurring operating income and expenses.

### **About Pernod Ricard**

Pernod Ricard is a worldwide leader in the spirits and wine industry, blending traditional craftsmanship, state-of-the-art brand-building, and global distribution technologies. Our prestigious portfolio of premium to luxury brands includes Absolut vodka, Ricard pastis, Ballantine's, Chivas Regal, Royal Salute, and The Glenlivet Scotch whiskies, Jameson Irish whiskey, Martell cognac, Havana Club rum, Beefeater gin, Malibu liqueur and Mumm and Perrier-Jouët champagnes. Our mission is to ensure the long-term development of our brands with full respect for people and the environment, while empowering our employees around the world to be ambassadors of our purposeful, inclusive and responsible culture of authentic conviviality. Pernod Ricard's consolidated sales amounted to €10,959 million in fiscal year FY25.

Pernod Ricard is listed on Euronext (Ticker: RI; ISIN Code:FR0000120693) and is part of the CAC 40 index.

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## Appendices

### Emerging markets

Asia-Rest of World		Americas	Europe
Angola	Malaysia	Argentina	Albania
Benin	Maldives	Barbados	Armenia
Burkina Faso	Mali	Bermuda	Azerbaijan
Cambodia	Mauritius	Bolivia	Belarus
Cameroon	Mongolia	Brazil	Bosnia
Cape Verde	Morocco	Chile	Bulgaria
China	Mozambique	Colombia	Croatia
Congo	Myanmar	Costa Rica	Georgia
Dem. Rep. Of Congo	Namibia	Cuba	Hungary
Egypt	Nepal	Dominican Republic	Kazakhstan
Equatorial Guinea	Niger	Ecuador	Kyrgyzstan
Ethiopia	Nigeria	Guatemala	Latvia
Gabon	Philippines	Mexico	Lithuania
Ghana	Rwanda	Panama	Macedonia
Guinea Bissau	Senegal	Paraguay	Moldavia
India	Sierra Leone	Peru	Montenegro
Indonesia	South Africa	El Salvador	Poland
Iraq	Sri Lanka	St Maarten & St Barthelemy	Romania
Ivory Coast	Syria	Uruguay	Serbia
Jordan	Tanzania	Venezuela	Tajikistan
Kenya	Thailand		Turkmenistan
Lebanon	Togo		Ukraine
	Tunisia		Uzbekistan
	Türkiye		
	Uganda		
	Vietnam		
	Zambia		
	Zimbabwe		

### Strategic International Brands' organic Sales growth

	Volumes H1 FY26 (in 9Lcs millions)	Organic Net Sales growth H1 FY26	of which Volumes	of which Price/mix
Absolut	6.7	-3%	0%	-3%
Jameson	6.0	-7%	-2%	-5%
Ballantine's	5.2	-6%	-1%	-5%
Chivas Regal	2.6	0%	-3%	3%
Ricard	2.2	-7%	-5%	-2%
Malibu	2.0	-12%	-8%	-4%
Beefeater	1.8	-3%	-4%	2%
Havana Club	1.5	-16%	-11%	-6%
Martell	1.0	-17%	-8%	-9%
The Glenlivet	0.7	-3%	-2%	-1%
Mumm	0.4	-3%	-2%	-1%
Perrier-Jouët	0.2	25%	27%	-2%
Royal Salute	0.1	-19%	-15%	-4%
Strategic International Brands	30.4	-7%	-3%	-4%

## H1 FY26 Net Sales by Period and Region

Net Sales (€ millions)	Q1 FY25		Q1 FY26		Change		Organic growth		Group Structure		Forex Impact	
Americas	787	28%	641	27%	(146)	(19)%	(89)	(12)%	(11)	(1)%	(46)	(6)%
Asia / Rest of World	1,181	42%	991	42%	(190)	(16)%	(85)	(7)%	(14)	(1)%	(91)	(8)%
Europe	816	29%	752	32%	(63)	(8)%	(29)	(4)%	(29)	(4)%	(6)	(1)%
Group	2,783	100.0%	2,384	100.0%	(399)	(14)%	(202)	(8)%	(54)	(2)%	(143)	(5)%

Net Sales (€ millions)	Q2 FY25		Q2 FY26		Change		Organic growth		Group Structure		Forex Impact	
Americas	952	28%	759	26%	(192)	(20)%	(108)	(12)%	(20)	(2)%	(64)	(7)%
Asia / Rest of World	1,438	42%	1,190	41%	(248)	(17)%	(25)	(2)%	(82)	(6)%	(141)	(10)%
Europe	1,003	30%	919	32%	(84)	(8)%	(13)	(1)%	(62)	(6)%	(8)	(1)%
Group	3,393	100.0%	2,869	100.0%	(524)	(15)%	(147)	(5)%	(164)	(5)%	(213)	(6)%

Net Sales (€ millions)	H1 FY25		H1 FY26		Change		Organic growth		Group Structure		Forex Impact	
Americas	1,738	28%	1,400	27%	(338)	(19)%	(197)	(12)%	(31)	(2)%	(110)	(6)%
Asia / Rest of World	2,619	42%	2,181	42%	(438)	(17)%	(110)	(4)%	(96)	(4)%	(232)	(9)%
Europe	1,819	29%	1,672	32%	(147)	(8)%	(42)	(3)%	(91)	(5)%	(14)	(1)%
Group	6,176	100.0%	5,253	100.0%	(923)	(15)%	(349)	(6)%	(217)	(4)%	(356)	(6)%

Note: Bulk Spirits are allocated by region according to the Region's weight in the Group

## Summary Consolidated Income Statement

(€ millions)	H1 FY25	H1 FY26	Change
Net sales	6,176	5,253	(15)%
Gross Margin	3,773	3,114	(17)%
Advertising and promotions spend	(857)	(701)	(18)%
Contribution after A&P spend	2,916	2,413	(17)%
Structure costs	(931)	(799)	(14)%
Profit from Recurring Operations	1,985	1,614	(19)%
Financial income/(expenses) from recurring operations	(240)	(221)	(8)%
Corporate income tax on items from recurring operations	(438)	(349)	(20)%
Net profit from discontinued operations, non-controlling interests and share of net income from associates	(34)	(26)	(21)%
Group share of net profit from Recurring Operations	1,274	1,018	(20)%
Profit from non-recurring operations	(88)	(23)	(74)%
Financial income/(expenses) from non-recurring operations	(8)	(11)	+41%
Corporate income tax on items from non-recurring operations	6	(8)	(242)%
Non-controlling interests (non-recurring)	6	(1)	(116)%
Group share of net profit	1,190	975	(18)%
Non-controlling interests	24	28	+14%
Net profit	1,214	1,003	(17)%



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## Profit from Recurring Operations by Region

### World

(€ millions)	H1 FY25		H1 FY26		Change		Organic Growth		Group Structure		Forex impact	
Net Sales	6,176	100.0%	5,253	100.0%	(923)	(15)%	(349)	(6)%	(217)	(4)%	(356)	(6)%
Gross margin	3,773	61.1%	3,114	59.3%	(658)	(17)%	(338)	(9)%	(66)	(2)%	(254)	(7)%
Advertising & promotional spend	(857)	13.9%	(701)	13.3%	+156	(18)%	+103	(12)%	+15	(2)%	+37	(4)%
Contribution after A&P spend	2,916	47.2%	2,413	45.9%	(503)	(17)%	(235)	(8)%	(51)	(2)%	(217)	(7)%
Profit from recurring operations	1,985	32.1%	1,614	30.7%	(371)	(19)%	(145)	(8)%	(39)	(2)%	(187)	(9)%

### Americas

(€ millions)	H1 FY25		H1 FY26		Change		Organic Growth		Group Structure		Forex impact	
Net Sales	1,738	100.0%	1,400	100.0%	(338)	(19)%	(197)	(12)%	(31)	(2)%	(110)	(6)%
Gross margin	1,155	66.4%	875	62.5%	(280)	(24)%	(178)	(16)%	(17)	(1)%	(85)	(7)%
Advertising & promotional spend	(322)	18.5%	(231)	16.5%	+90	(28)%	+75	(23)%	+1	(0)%	+15	(5)%
Contribution after A&P spend	833	47.9%	644	46.0%	(189)	(23)%	(103)	(13)%	(16)	(2)%	(70)	(8)%
Profit from recurring operations	547	31.5%	422	30.1%	(125)	(23)%	(58)	(11)%	(8)	(1)%	(60)	(11)%

### Asia / Rest of the World

(€ millions)	H1 FY25		H1 FY26		Change		Organic Growth		Group Structure		Forex impact	
Net Sales	2,619	100.0%	2,181	100.0%	(438)	(17)%	(110)	(4)%	(96)	(4)%	(232)	(9)%
Gross margin	1,523	58.1%	1,219	55.9%	(304)	(20)%	(119)	(8)%	(19)	(1)%	(166)	(11)%
Advertising & promotional spend	(297)	11.3%	(254)	11.7%	+42	(14)%	+15	(5)%	+8	(3)%	+19	(6)%
Contribution after A&P spend	1,226	46.8%	965	44.2%	(261)	(21)%	(104)	(9)%	(11)	(1)%	(146)	(12)%
Profit from recurring operations	892	34.1%	679	31.1%	(213)	(24)%	(73)	(8)%	(10)	(1)%	(129)	(15)%

### Europe

(€ millions)	H1 FY25		H1 FY26		Change		Organic Growth		Group Structure		Forex impact	
Net Sales	1,819	100.0%	1,672	100.0%	(147)	(8)%	(42)	(3)%	(91)	(5)%	(14)	(1)%
Gross margin	1,095	60.2%	1,020	61.0%	(75)	(7)%	(42)	(4)%	(29)	(3)%	(4)	(0)%
Advertising & promotional spend	(238)	13.1%	(216)	12.9%	+23	(10)%	+14	(6)%	+6	(2)%	+3	(1)%
Contribution after A&P spend	857	47.1%	805	48.1%	(52)	(6)%	(27)	(3)%	(24)	(3)%	(1)	(0)%
Profit from recurring operations	546	30.0%	513	30.7%	(33)	(6)%	(14)	(3)%	(21)	(4)%	+2	+0%

Bulk Spirits are allocated by Region according to the Regions' weight in the Group



## H1 FY26 Foreign exchange impact on Net Sales

Forex impact H1 FY26 (€ millions)		Average rates evolution			On Net Sales	On Profit from Recurring Operations
		H1 FY25	H1 FY26	%		
US Dollar	USD	1.08	1.17	(7.7)%	(95)	(52)
Chinese Yuan	CNY	7.77	8.30	(6.9)%	(26)	(16)
Indian Rupee	INR	91.07	102.83	(12.9)%	(87)	(33)
British Pound	GBP	0.84	0.87	(3.9)%	(8)	+12
Canadian Dollar	CAD	1.50	1.62	(8.1)%	(13)	(5)
Australian Dollar	AUD	1.64	1.78	(8.6)%	(9)	(5)
Brazilian Real	BRL	6.16	6.32	(2.6)%	(3)	(1)
Japanese Yen	JPY	163.17	175.81	(7.7)%	(10)	(6)
Turkish Lira	TRY	36.88	48.42	(31.3)%	(59)	(51)
Polish Zloty	PLN	4.29	4.25	+1.1%	+1	+1
South Korean Won	KRW	1,490.25	1,653.58	(11.0)%	(4)	(3)
South African Rand	ZAR	19.42	20.26	(4.3)%	(3)	(1)
New Zealand Dollar	NZD	1.80	2.00	(11.1)%	(3)	(1)
Hong Kong Dollar	HKD	8.43	9.09	(7.8)%	(3)	(1)
Argentinean Peso	ARS	1,049.94	1,612.94	(53.6)%	(15)	(4)
Kazakhstani Tenge	KZT	529.58	617.92	(16.7)%	(6)	(5)
Swedish Krone	SEK	11.47	11.04	+3.8%	+1	(3)
Ukrainian Hryvnia	UAH	44.68	48.63	(8.8)%	(3)	(3)
Vietnam Dong	VND	27,205.00	30,661.00	(12.7)%	(2)	(1)
Other Currencies					(10)	(1)
Translation impact					(356)	(179)
Transaction impact						(8)
Total FX impact					(356)	(187)

## Sensitivity of profit and debt to EUR/USD exchange rate

Estimated impact of a 1% appreciation of the USD

Impact on the income statement <sup>(1)</sup>	(€ millions)
Profit from recurring operations	+12.0
Financial result	(0.9)
<b>Pre-tax profit from recurring operations</b>	<b>+11.2</b>

Impact on the balance sheet	(€ millions)
<b>Increase/(decrease) in net debt</b>	<b>+31.4</b>

(1) Full-year effect



## Balance Sheet

Assets (€ millions)	30/06/2025	31/12/2025
<b>Non-current assets</b>		
Intangible assets and goodwill	17 921	17 702
Tangible assets and other assets	5 284	5 287
Deferred tax assets	1 518	1 526
<b>Total non-current assets</b>	<b>24 722</b>	<b>24 515</b>
<b>Current assets</b>		
Inventories	8,418	8,371
<i>aged work-in-progress</i>	7,062	7,077
<i>non-aged work-in-progress</i>	114	113
<i>other inventories</i>	1,242	1,181
Receivables (*)	1,484	1,772
<i>Trade receivables</i>	1,377	1,701
<i>Other trade receivables</i>	108	71
Other current assets	444	427
<i>Other operating current assets</i>	395	382
<i>Other current assets related to fixed assets and other</i>	49	44
Tax receivable	99	61
Cash and cash equivalents and current derivatives	1,847	2,412
<b>Total current assets</b>	<b>12,292</b>	<b>13,043</b>
Assets held for sale	65	118
<b>Total assets</b>	<b>37,080</b>	<b>37,676</b>

(\*) after disposals of receivables of:

1,122	1,381
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Liabilities and shareholders' equity (€ millions)	30/06/2025	31/12/2025
<b>Group Shareholders' equity</b>	<b>15,212</b>	<b>15,475</b>
Non-controlling interests	1,014	1,054
<i>of which profit attributable to non-controlling interests</i>	48	28
<b>Total Shareholders' equity</b>	<b>16,226</b>	<b>16,529</b>
Non-current provisions and deferred tax liabilities	3,626	3,606
Bonds - non-current	10,339	11,530
Lease liabilities - non current	344	331
Non-current financial liabilities and derivative instruments	96	65
<b>Total non-current liabilities</b>	<b>14,405</b>	<b>15,533</b>
Current provisions	147	185
Operating payables	2,711	2,474
Other operating payables	1,555	963
<i>of which other operating payables</i>	859	891
<i>of which tangible/intangible current payables</i>	696	72
Tax payable	203	290
Bonds - current	1,241	1,235
Lease liabilities - current	91	88
Current financial liabilities and derivatives	495	361
<b>Total current liabilities</b>	<b>6,442</b>	<b>5,596</b>
Liabilities related to assets held for sale	7	18
<b>Total liabilities and shareholders' equity</b>	<b>37,080</b>	<b>37,676</b>

## Analysis of Working Capital Requirement

(€ millions)	June 2024	December 2024	June 2025	December 2025	H1 FY25 WC change*	H1 FY26 WC change*
Aged work in progress	6,616	6,951	7,062	7,077	230	162
Advances to suppliers for wine and ageing spirits	20	19	16	19	2	4
Payables on wine and ageing spirits	(163)	(181)	(122)	(171)	(32)	(55)
Net aged work in progress	6,474	6,790	6,956	6,926	201	111
Trade receivables before factoring/securitization	2,649	3,754	2,499	3,081	1,100	612
Advances from customers	(33)	(36)	(30)	(27)	(2)	4
Other receivables & operating current assets	439	456	487	435	1	(37)
Other inventories	1,506	1,337	1,242	1,181	(166)	6
Non-aged work in progress	133	135	114	113	5	(2)
Trade payables and other	(3,624)	(3,450)	(3,418)	(3,167)	175	182
<b>Operating working capital</b>	<b>1,070</b>	<b>2,196</b>	<b>894</b>	<b>1,616</b>	<b>1,113</b>	<b>765</b>
Factoring/Securitization impact	(1,124)	(1,617)	(1,122)	(1,381)	(478)	(266)
<b>Net Operating Working Capital</b>	<b>(53)</b>	<b>579</b>	<b>(228)</b>	<b>235</b>	<b>636</b>	<b>498</b>
<b>Net Working Capital</b>	<b>6,420</b>	<b>7,369</b>	<b>6,728</b>	<b>7,161</b>	<b>836</b>	<b>610</b>
* at average rates						
Of which recurring variation					<b>843</b>	<b>614</b>
Of which non recurring variation					<b>(6)</b>	<b>(4)</b>

## Net Debt

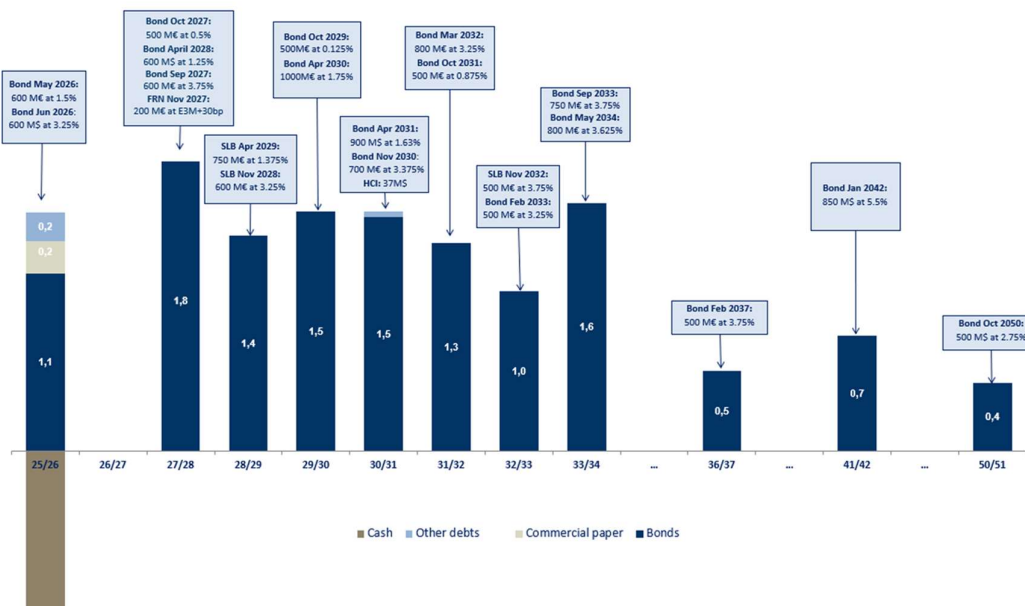
(€ millions)	30/06/2025			31/12/2025		
	Current	Non-current	Total	Current	Non-current	Total
Bonds	1 241	10 339	11 579	1 235	11 530	12 766
Commercial paper	379	-	379	200	-	200
Other loans and long-term debts	99	96	195	153	65	218
Other financial liabilities	478	96	574	353	65	418
Gross Financial debt	1 718	10 434	12 153	1 588	11 595	13 183
Fair value hedge derivatives – assets	-	-	-	-	-	-
Fair value hedge derivatives – liabilities	4	-	4	2	-	2
Fair value hedge derivatives	4	-	4	2	-	2
Net investment hedge derivatives – assets	-	(36)	(36)	(1)	(37)	(38)
Net investment hedge derivatives – liabilities	-	-	-	-	-	-
Net investment hedge derivatives	-	(36)	(36)	(1)	(37)	(38)
<b>FINANCIAL DEBT AFTER HEDGING</b>	<b>1 723</b>	<b>10 398</b>	<b>12 121</b>	<b>1 589</b>	<b>11 559</b>	<b>13 147</b>
Cash and cash equivalents	(1 829)	-	(1 829)	(2 398)	-	(2 398)
<b>NET FINANCIAL DEBT EXCLUDING LEASE DEBT</b>	<b>(106)</b>	<b>10 398</b>	<b>10 292</b>	<b>(810)</b>	<b>11 559</b>	<b>10 749</b>
Lease Debt	91	344	435	88	331	419
<b>NET FINANCIAL DEBT</b>	<b>(16)</b>	<b>10 743</b>	<b>10 727</b>	<b>(722)</b>	<b>11 891</b>	<b>11 168</b>

## Change in Net Debt

(€ millions)	31/12/2024	31/12/2025
Operating profit	1,897	1,591
Depreciation and amortisation	211	203
Net change in impairment of goodwill, PPE and intangible assets	0	186
Net change in provisions	(30)	14
Changes in fair value on commercial derivatives and biological assets	1	2
Net (gain)/loss on disposal of assets	(7)	(310)
Share-based payments	22	10
Dividends received from associates	0	0
<b>Self-financing capacity before interest and tax</b>	<b>2,094</b>	<b>1,696</b>
Decrease / (increase) in working capital requirements	(836)	(610)
Net interest, tax payments and others	(453)	(388)
Net acquisitions of non financial assets and others	(365)	(217)
<b>Free Cash Flow</b>	<b>440</b>	<b>482</b>
<i>of which recurring Free Cash Flow</i>	<i>534</i>	<i>595</i>
Net acquisitions of financial assets and activities and others	(141)	298
Other changes in shareholders' equity	4	0
Dividends paid	(1,194)	(1,197)
(Acquisition) / Disposal of treasury shares and others	(11)	(10)
<b>Decrease / (increase) in net debt (before currency translation adjustments)</b>	<b>(903)</b>	<b>(427)</b>
Foreign currency translation adjustment & other non cash impact	(104)	26
Non cash impact on lease liabilities	(92)	(40)
<b>Decrease / (increase) in net debt (after currency translation adjustments and IFRS 16 non cash impacts)</b>	<b>(1,098)</b>	<b>(441)</b>
Initial net debt	(10,951)	(10,727)
Final net debt	(12,050)	(11,168)

## Net Debt Maturity Profile at 31 December 2025

€ billions



## Bond details at 31 December 2025

Currency	Par value	Coupon	Issue date	Maturity date
EUR	€ 600 m	1.500%	17/05/2016	18/05/2026
	€ 1,000 m o/w :			
	€ 500 m	0.500%	24/10/2019	24/10/2027
	€ 500 m	0.875%		24/10/2031
	€ 1,000 m	1.750%	06/04/2020	08/04/2030
	€ 500 m	0.125%	04/10/2021	04/10/2029
	€ 750 m	1.375%	07/04/2022	07/04/2029
	€ 1,100 m o/w :			
	€ 600 m	3.250%	02/11/2022	02/11/2028
	€ 500 m	3.750%		02/11/2032
	€ 1,350 m o/w :			
	€ 600 m	3.750%	15/09/2023	15/09/2027
	€ 750 m	3.750%		15/09/2033
	€ 1,500 m o/w :			
USD	€ 700 m	3.375%	07/05/2024	07/11/2030
	€ 800 m	3.625%		07/05/2034
	€ 800m	3.250%	03/03/2025	03/03/2032
	€ 1,200 o/w :			
	€ 500 m	3.250%	04/11/2025	04/02/2033
	€ 500 m	3.750%		04/02/2037
	€ 200 m	EURIBOR 3M + 30bp		04/11/2027
USD	\$ 850 m	5.500%	12/01/2012	15/01/2042
	\$ 600 m	3.250%	08/06/2016	08/06/2026
	\$ 2,000 m o/w :			
	\$ 600 m	1.250%	01/10/2020	01/04/2028
	\$ 900 m	1.625%		01/04/2031
	\$ 500 m	2.750%		01/10/2050

## Net Debt / EBITDA ratio evolution

Average rate <sup>(1)</sup>		
EUR/USD rate Jun FY25 -> Dec FY26		
1.09 -> 1.13		
Ratio at 30/06/2025		3.3
EBITDA & cash generation excl. Group structure effect and forex impacts		0.4
Group structure and forex impacts		0.1
Ratio at 31/12/2025		3.8

(1) Last-twelve-month rate

## Diluted Earnings Per Share (EPS) calculation

(x 1,000)	H1 FY25	H1 FY26
Number of shares in issue at end of period	252,269	252,269
Weighted average number of shares in issue (pro rata temporis)	253,243	252,269
Weighted average number of treasury shares (pro rata temporis)	-1,771	-610
Dilutive impact of stock options and performance shares	445	438
<b>Number of shares used in diluted EPS calculation</b>	<b>251,918</b>	<b>252,097</b>

(€ millions and €/share)	H1 FY25	H1 FY26	reported △
Group share of net profit from recurring operations	1,274	1,018	-20.1%
<b>Diluted net earnings per share from recurring operations</b>	<b>5.06</b>	<b>4.04</b>	<b>-20.1%</b>

## Upcoming Communications

Date (subject to change)	Event
<b>16<sup>th</sup> April 2026</b>	Q3 FY26 Sales
<b>28<sup>th</sup> May 2026</b>	US Webcast
<b>27<sup>th</sup> August 2026</b>	FY26 Sales and Results

## Login details for the conference-call on February 19, 2026

Available in the media section of the Pernod Ricard website