

2025



Pernod Ricard Balanced and Convivial Drinking Policy

GOOD TIMES
FROM A GOOD PLACE.





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Sustainability at Pernod Ricard



As **Créateurs de convivialité**, we bring people together around the world to create moments of celebration that transcend cultures and generations.

Our heritage, rooted in the vision of our founder Paul Ricard, continues to thrive because of our unwavering commitment to the well-being of our employees, our communities and the land we all share.

Good Times from a Good Place is the Sustainability & Responsibility strategy we launched in 2019 to ensure that we operate in a way that minimises our impact on the environment, supports people throughout our value chain, and fosters a culture of balanced and convivial drinking.

From the soil of our terroirs to the final sip, we integrate sustainability across our entire value chain.

Making balanced and convivial drinking the norm



At Pernod Ricard, we believe that responsible drinking is an integral part of our role as Créateurs de Convivialité, and we can be part of the solution to promote balanced drinking and prevent alcohol misuse.

Our products should be enjoyed in a way that enhances social experiences while respecting individual choices and well-being. As drinking habits evolve, we embrace the opportunity to lead a positive change in the way alcohol is consumed, ensuring that it remains a source of enjoyment without harm.

Our commitment to responsible drinking is about promoting informed choices, reducing alcohol-related risks and creating a culture where balanced and convivial drinking is the norm in society.



Global drinking patterns and trends

Promoting balanced and convivial drinking is essential to Pernod Ricard and it aligns with evolving global consumer trends, societal values and regulatory expectations. As a leader in the spirits industry, Pernod Ricard has both the responsibility and the opportunity to promote a new and balanced approach on responsible drinking, while actively contributing to the fight against harmful use of alcohol.



Global Consumer Trends

Younger generations are reshaping the alcohol market by consuming differently and placing greater emphasis on health, wellness and moderation. The rise of 'flexi' consumption patterns is fuelling consumer demand for greater variety, particularly non-alcoholic options.

At the same time, the premiumisation of the alcohol industry, which has always been a key driver at Pernod Ricard, more than ever highlights a growing preference for high-quality, artisanal and exclusive spirits – closely aligned with Pernod Ricard's strategic focus on premium brands. Even in the face of current economic pressures, consumers, particularly those in higher income households, continue to prioritise quality over quantity.

For Pernod Ricard, these evolving trends present opportunities. We truly believe that a strong and proactive responsible drinking strategy positions the company to align with consumer values that focus on choice and moderation.

International context and regulatory landscape



While World Health Organization (WHO) data shows significant progress in reducing harmful drinking since 2010 — including declines in alcohol-related deaths, morbidity, and binge drinking — alcohol misuse continues to be a global public health concern. The WHO member states have therefore increased efforts to address the harmful use of alcohol through dedicated initiatives and set a global target of reducing harmful drinking by 20% by 2030. Our Responsible Drinking Policy fully reflects and supports this ambition.

Regulatory frameworks vary from country to country, but in general, national laws and self-regulatory guidelines

emphasise moderation through national drinking guidelines that encourage low-risk consumption or abstinence in certain situations such as minority, pregnancy and driving.

As a founding member of the International Alliance for Responsible Drinking (IARD), Pernod Ricard is actively working towards public-private partnerships and collaborates with governments and civil society to support responsible drinking initiatives. This collaboration demonstrates our commitment to global harm reduction efforts and reinforces our reputation as a socially responsible leader in the spirits industry.

Societal values

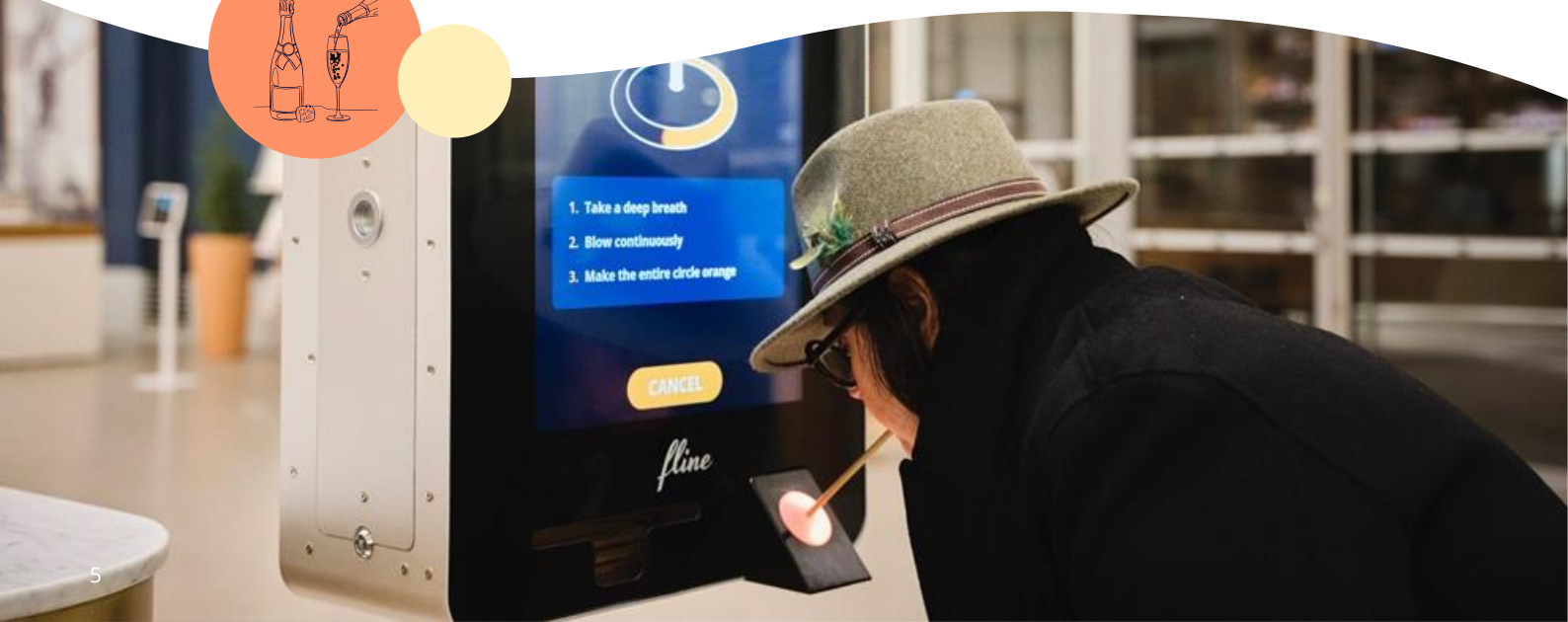
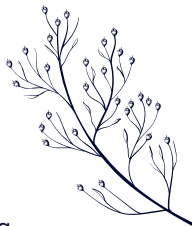
Promoting balanced and convivial drinking is more critical than ever in a world marked by growing polarisation. Attitudes toward alcohol are increasingly divided between total abstinence and reckless excess. At Pernod Ricard, we valorise the nuance of drinking in moderation and the freedom to choose a middle path: by framing balanced drinking as a conscious, positive lifestyle choice, we place conviviality at the heart of our culture.

At the same time, consumer drinking habits are evolving, shaped by a growing focus on health, individualism, and moralism. This drives flexi-consumption patterns and the demand for non-alcoholic alternatives. In parallel, Sustainability & Responsibility (S&R) and transparency are becoming important factors influencing purchasing decisions. 75% of consumers claim that 'promoting responsible drinking' by alcohol producers is important when choosing product in the alcohol category (1).

Today's consumers increasingly value brands with strong social purpose and accountability. According to the S&R Barometer, the Group's social listening tool, conversations about responsible drinking accounted for 34% of all S&R related discussions by netizens (e.g. posts on social media networks); the highest proportion in the 2022 Wine & Spirits category compared to the three other Sustainability & Responsibility pillars.

In this evolving landscape, shaped by shifting consumer preferences, regulatory pressures and societal values, promoting balanced and convivial drinking is highly strategic for Pernod Ricard to remain relevant and true to our purpose.

(1) KANTAR Pernod Ricard – S&R Claims Questionnaire Dec 2024 (UK, Brazil, Spain)





Balanced drinking and conviviality as our core principles



Our approach to responsible drinking: ambition, definition and core principles

Our ambition is to make balanced and convivial drinking the social norm — supporting informed choices, responsible enjoyment, and playing our part in reducing alcohol-related harm at key moments of consumption.

This ambition is supported by a strategic framework based on three key pillars:

1

Act as a Leader to Support Consumers in Embracing Balanced and Convivial Drinking

through education and advocacy.

2

Walk the Talk by Building Strong Credentials Against Alcohol Abuse

through impactful prevention initiatives.

3

Practice Internally What We Advocate Externally

to empower employees in becoming our best ambassadors of balanced and convivial drinking.

We define **responsible drinking** as making informed and balanced choices about alcohol consumption that are aligned with national guidelines. Drinking responsibly involves consuming in a way that does not lead to excess, strong intoxication, or harm and instead advocates for nuance, balance and conviviality.

Our key principles of balanced and convivial drinking are designed to guide consumers and employees at the moments of consumption:



Stay hydrated

A glass of water for every glass of alcoholic beverage and always follow national guidelines.



Surround yourself

Choose safe environments and surround yourself with people who encourage responsible enjoyment.



Fuel yourself

Eat before and during drinking occasions to reduce the impact of alcohol.



Pace yourself

Include non-alcoholic options and take breaks to manage your intake.

In addition to promoting balanced approach for those who choose to drink, we uphold several other core principles that establish our position on responsible drinking:



No underage drinking

We actively prevent underage drinking by supporting education, enforcing strict regulations, and collaborating with law enforcement.



Preventing drink-driving

We have zero tolerance for drink-driving and promote safe mobility through education, awareness campaigns and practical tools.



Alcohol and pregnancy

We do not recommend alcohol consumption during pregnancy, as it may harm the foetus, and we place the relevant logo on our bottles.



Transparent consumer information

We believe consumers have a right to clear and accessible information. Through comprehensive labelling and responsible drinking symbols, we provide transparent information on alcohol content, health considerations, and safe consumption practices.



Enabling flexi consumption

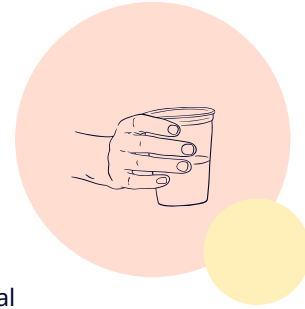
As **Créateurs de Convivialité**, we foster experiences where everyone feels included by promoting non-alcoholic alternatives and supporting flexible, inclusive drinking habits.



A safe workplace culture

We aim to empower all our employees to advocate for balanced and convivial drinking. We promote a safe and responsible workplace through policies and training, equipping our sales teams and brand ambassadors to confidently manage alcohol-related risks.

Our strategic priorities for promoting balanced and convivial drinking



Building on our ambition, we are committed to embedding balanced and convivial drinking in our culture, internally by engaging every employee and externally through our communications. Our goal is to foster a society that embraces responsible and balanced consumption. We advance this commitment through three strategic pillars focused on education, prevention and empowerment.

Act as a leader to support consumers in embracing balanced and convivial drinking



To help shape a sustainable future for Pernod Ricard and reinforce the social acceptance of responsible alcohol consumption, we aim to launch a meaningful, consumer-facing campaign on balance and conviviality. This initiative seeks to make balanced drinking the new norm, positioning it as a positive and modern cultural choice.



Walk the talk by building strong credentials against alcohol abuse



We are committed to changing consumer behavior and eliminating excessive alcohol consumption by implementing iconic, educational prevention initiatives at scale. These actions are designed to promote balanced drinking and empower consumers to make responsible choices at every drinking occasion.



The **DRINKMOREWATER** initiative

This flagship initiative, bold and adopting the GenZ codes, aims to reduce alcohol-related harm by educating consumers on the importance of staying hydrated through both on-the-field activations (i.e. major festivals, corporate events, etc.) and digital campaigns. It focuses on two critical areas:

- Tackling binge drinking to combat excessive consumption among young adults
- Premiumisation to reach the high-end segment



Drink-driving prevention

We are committed to tackling the risks of drink-driving as part of our responsibility to manage our own externalities. Our approach combines immersive awareness activations, targeted education, and practical tools — including digital self-testing breathalyzers available at Brand Homes and major events — to help consumers make safer, more informed mobility choices.



SIP & Bar World of Tomorrow

Empowering bartenders and hospitality professionals to champion responsible drinking is a key part of our strategy. To support this, we are bringing together our 'Share.Inspire.Pioneer' advocacy platform (SIP) and 'Bar World of Tomorrow' initiative - focused on sustainability and responsible service in bars - into a single, comprehensive hub. This unified initiative will engage the hospitality industry through international trade shows and competitions, offering education, training, and practical tools both online and in person.



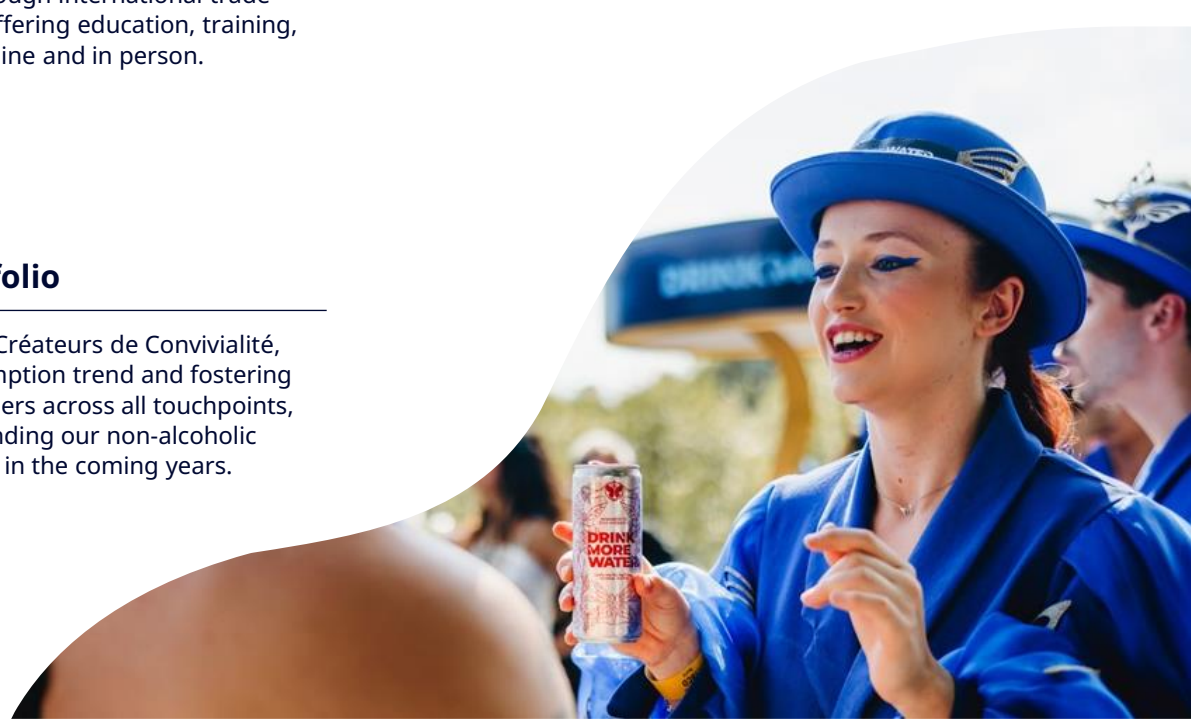
Responsible drinking brand campaigns

We aim to turn our brands into advocates for balanced and convivial drinking, achieving both reach and impact. Building on progress made to date, a new approach will include dedicated responsible drinking campaigns by three strategic brands rolled out across multiple markets.



Non-alcoholic portfolio

To support our mission as Créateurs de Convivialité, embracing the flexi consumption trend and fostering diverse choices for consumers across all touchpoints, we are committed to expanding our non-alcoholic portfolio to all our markets in the coming years.



Practice internally what we advocate for externally

The narrative of balanced and convivial drinking needs to be embedded at every level of the company, supported by the right tools and knowledge to help employees make conscious choices about alcohol consumption and become genuine ambassadors of conviviality without excess.



Educate all employees on alcohol and health

We are committed to providing responsible drinking training for all employees, supported by a single internal charter that clearly outlines the Group's positions. We continuously review and update our Responsible Drinking MOOC - mandatory for all employees - to ensure it reflects the latest scientific research and best practices.



Provide responsible drinking training to sales teams

We provide specialized training for sales teams, who are in direct and daily contact with consumers. The training raises awareness of the health risks linked to alcohol misuse and equips them with practical tools — including a dedicated helpline — to support responsible behaviour and personal well-being while setting a positive example for consumers.



Promote responsible drinking at all internal events

To ensure alignment between our internal culture and our external commitments, we aim to apply balanced drinking practices at every corporate event by mandating the availability of water—supported by the Drink More Water message—alongside at least one non-alcoholic option on all cocktail menus. Starting in FY26, these measures will help normalize responsible drinking across all company and brand events, reinforcing Pernod Ricard's commitment to promoting balance and conviviality in everyday operations.



Governance, implementation and dissemination



Governance

The Global Drinking in Society Team, as part of the Public Affairs Department at HQ, oversees the implementation of the Responsible Drinking policy and strategy. It is represented by:



Laurent Scheer
Global VP, Public Affairs & Drinking in Society

Ensuring strategic alignment with ExCom by connecting the Responsible Drinking agenda to the Group's broader public affairs, sustainability, and external engagement strategy.



Geraldine Dichamp
Global Drinking in Society Director

Leading the development of the global responsible drinking strategy of the Group.



Renata Gapeenkova
Global Head of Drinking in Society

Leading the deployment of global responsible drinking initiatives and reporting.



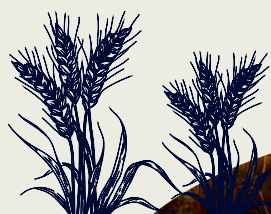
Rachel Milligan
Global Head of Drinking in Society

Leading the deployment of global responsible drinking initiatives.



Margot Lebourgeois
Global Drinking in Society Project Manager

Coordinating responsible drinking projects.



Dissemination & Enforcement

The Global Drinking in Society Team oversees the coordination and implementation of initiatives across all markets. These initiatives are inherently cross-functional, implemented in close collaboration with various departments to ensure alignment and impact.

At a local level, the affiliates — represented by the network of S&R, communications and Public Affairs leaders — are responsible for driving the implementation of projects, adapting them to meet specific market needs while maintaining the Group's global standards.

The Global Responsible Drinking Policy is approved by the Global VP, Public Affairs & Alcohol in Society

Key stakeholders



Pernod Ricard collaborates with governments, civil society groups, industry associations, academics and consumers to promote balanced and convivial drinking. Our aim is to drive collective action and be part of the solution to prevent alcohol misuse.

Examples from each of the stakeholder categories



International Organizations

World Health Organization through official consultations with economic operators

United Nations Institute for Training and Research (UNITAR)



Government and self-regulatory bodies

National and local government agencies responsible for public health and transportation

Self-regulatory organizations in advertisement (e.g., Asociación para la Autorregulación de la Comunicación Comercial (AUTOCOMTROL))



Industry Associations and hospitality sector

Global industry associations (International Alliance for Responsible Drinking (IARD), World Spirits Alliance, World Federation of Advertisers)

Regional trade associations (Spirits Europe, APISWA, etc.)

Local trade associations (Prevention et Moderation, Espirituosos de Espana, DrinkAware, FISAC, etc.)

The Sustainable Restaurant Association



Civil Society Organizations

Erasmus Student Network

One Young World



Consumers

Tracking consumer trends via Consumer Insights tools to better understand and advocate for consumer needs

Panels to engage with consumers and gather feedback on campaigns.



Academics

Asian Institute of Technology

Polytechnic School of Chimborazo (ESPOCH), and other



Alcohol Misuse

The excessive or inappropriate consumption of alcohol, leading to health, social, or legal consequences.

Balanced and Convivial Drinking

Conscious, balanced, and informed approach to alcohol consumption that supports well-being, respects personal choice, and ensures enjoyment without harm — in line with national health guidelines and responsible social norms.

Responsible Drinking

The practice of consuming alcohol in a way that minimizes risks, aligning with legal and health guidelines.

International Alliance for Responsible Drinking (IARD)

A global not-for-profit organization that works with leading alcohol producers, public health experts, and policymakers to promote responsible drinking and reduce harmful alcohol use.



Thank you!



For any questions, please contact Pernod Ricard Sustainability & Responsibility team at:

sustainability_responsibility@pernod-ricard.com

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**Speak
up**

Any suspected breach of this policy can be reported through the Pernod Ricard Speak Up line:

<https://speakup.pernod-ricard.com>

The Pernod Ricard Speak Up line is our global whistleblowing platform, managed by an independent third party. Open to all Pernod Ricard stakeholders, it provides a secure and confidential way to report any irregularity or suspected misconduct in good faith. This system is available 24/7 online or by phone, in several languages.