2.1.2.5 Additional information on members of the Board of Directors

2.1.2.5.1 Directors' profiles



Alexandre Ricard
Chairman & CEO

COMMITTEES:

Age: 54

Nationality: French

Business address: Pernod Ricard 5, cours Paul Ricard 75008 Paris (France)

Number of shares held at 30 June 2026: 245,000

PROFILE

Alexandre Ricard is a graduate of ESCP Europe, the Wharton School of Business (MBA majoring in finance and entrepreneurship) and the University of Pennsylvania (MA in International Studies). After working for seven years for Accenture (strategy consulting) and Morgan Stanley (mergers and acquisitions consulting), he joined the Pernod Ricard Group in 2003 in the Headquarters Audit and Development Department. At the end of 2004, he became the Chief Financial and Administration Officer of Irish Distillers Group, and then Chief Executive Officer of Pernod Ricard Asia Duty Free in September 2006. In July 2008, he was appointed Chairman and CEO of Irish Distillers Group and became a member of Pernod Ricard's Executive Committee. In September 2011, he joined the Group General Management team as Managing Director, in charge of the Distribution Network and became a member of the Executive Board. Alexandre Ricard was the permanent representative of Société Paul Ricard (a Director of Pernod Ricard) from 2 November 2009 until 29 August 2012, when he was co-opted as a Director of Pernod Ricard himself and appointed Deputy Chief Executive Officer. On 11 February 2015, he was appointed Chairman & CEO of the Group by the Board of Directors.

Alexandre Ricard is a grandson of Paul Ricard, the founder of Société Ricard.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

Within the Group

French companies
- Permanent representative of Pernod Ricard
- Director of Martell & Co
- Chairman of the Board of Directors of Fondation d'Entreprise Pernod Ricard

Non-French companies
- Chairman of Suntory Allied Lyons (Japan)
- Director of Havana Club International SA (Cuba)

Outside the Group
- Director and member of the Audit Committee and the Human Resources and Remuneration Committee of L'Oréal(1)
- Director, Chairman of the Nominations, Compensation and Governance Committee and member of the Strategic and Sustainable Development Committee of Société Paul Ricard
- Director of Le Delos Invest I
- Director of Le Delos Invest II

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

Within the Group
- Member of the Supervisory Committee of Pernod Ricard Europe, Middle East and Africa
- Director of Geo G. Sandeman Sons & Co. Ltd (United Kingdom)

Outside the Group
- Member of the Strategy and Sustainable Development Committee of L'Oréal(1)
- Member of the Management Board of Société Paul Ricard
- Director of Bendor SA (Luxembourg)

(1) Listed company.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Patricia Barbizet
Lead Independent Director

COMMITTEES:

Age: 71

Nationality: French

Business address:
Temaris & Associés
40, rue François Ier
75008 Paris (France)

Number of shares held at 30 June 2026: 3,160

PROFILE

Patricia Barbizet is a graduate of ESCP Europe and began her career in 1976 with the Renault Véhicules group in Treasury before becoming Finance Director of Renault Crédit International.

In 1989, she joined the Pinault Group as Chief Financial Officer and in 1992 she became Chief Executive Officer of Artémis, the Pinault family's investment company, a position she held until 2018. From 2014 to 2016, she was also CEO & Chairwoman of Christie's International and chaired the Investment Committee of Strategic Investment Fund (SIF) from 2008 to 2013. She is currently Chairwoman of Temaris & Associés, Chairwoman of Zoé SAS, and director of Colombus.

Between April 2018 and July 2023, she held the position of Chairwoman of the Supervisory Board of Investissements d'Avenir France 2030. She was Chairwoman of the French High Committee on Corporate Governance (*Haut Comité de Gouvernement d'Entreprise*) from 2018 to 2023. She has been Chairwoman of AFEP since 1 July 2023.

Patricia Barbizet has been a Director of Pernod Ricard since 2018 and was appointed Lead Independent Director on 23 January 2019.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- Chairwoman of AFEP (since 1 July 2023)
- Director of Colombus
- Chairwoman of Temaris et Associés
- Chairwoman of Zoé SAS
- Director of ArcelorMittal(1)
- Director of CMA CGM

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Chairwoman of the Cité de la Musique
- Director of AXA(1)
- Director of TotalEnergies(1)

(1) Listed company.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Albert Baladi
Independent Director

COMMITTEES:

Age: 61

Nationality: Spanish and Lebanese

Business address: 5, cours Paul Ricard 75008 Paris (France)

Number of shares held at 30 June 2026: 600

PROFILE

A graduate of HEC Lausanne, Albert Baladi began his career at Procter & Gamble in 1987, where he held various roles in Marketing, notably as Head of Marketing for Ariel France. In 1994, he joined PepsiCo, where he served as Vice President of several divisions and brand groups before becoming General Manager of Pepsi-Lipton International from 2004 to 2007. He subsequently joined the group Yum! Brands as Chief Operations & Development Officer and later became Managing Director for the South Pacific region. In 2011, he joined Beam Suntory (now Suntory Global Spirits) where, over nearly 13 years, he successively held the positions of President of the Europe, Middle East Africa region, President of the International region, President of the North America region, and lastly Chief Executive Officer of the Group until 2023. Since then, he has been involved in a number of investments in start-ups and held various board advisory positions. He joined BIC's Board of Directors in September 2025.

Albert Baladi has been a Director of Pernod Ricard since 2025.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- Director of Kenetik
- Director of Ubikwi
- Director of BIC[(1)]
- Advisor for Vorto, Opius and StrawberryFrog

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Chairman – Chief Executive Officer of Beam Suntory (2019-2023)
- International Alliance for Responsible Drinking (2019-2023)

(1) Listed company.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Virginie Fauvel
Independent Director

COMMITTEES:

Age: 52

Nationality: French

Business address:
Harvest
5 rue de la Baume
75008 Paris (France)

Number of shares held at 30 June 2026:
263

PROFILE

Virginie Fauvel is a graduate of engineering from the École des Mines de Nancy. She started her career in 1997 working for Cetelem as Group CRM and Risks analytics Director prior to becoming Group Digital Officer in 2004 and then heading up the e-business France BU. She joined BNP Paribas' French retail bank in 2009 to manage and develop online banking, before becoming head of BNP Paribas' Online Banking Europe BU in 2012. In this role, in 2013, she launched "HelloBank!", the first 100% mobile European bank, in Italy, France, Belgium and Germany. In July 2013, she joined Allianz France as a member of the French Executive Committee in charge of Digital Transformation, Big Data, Communication and Market Management. She largely contributed to the company's transformation by placing digital innovation at the heart of its strategy. She then became a member of the Management Board of Allianz Trade (formerly known as Euler Hermes), in charge of the Americas region and of the group's transformation.

In September 2020, she became Chief Executive Officer of Harvest SAS, a software publisher specialising in financial and wealth management consulting. She has co-chaired the MEDEF's Digital and Innovation Commission since 2023.

Virginie Fauvel has been a Director of Pernod Ricard since 2020.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- Chief Executive Officer of Harvest SAS
- CEO of Holding Winnipeg (the holding company of Harvest)
- Director of Numeum (merger of Syntec and Tech In)
- Director of OP Mobility(1)
- Director of Amalivre
- Co-chair of the MEDEF Digital and Innovation Commission

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director of Quadient(1)
- Director of Europcar Mobility Group(1)
- Consultant at Creadev

(1) Listed company.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Ian Gallienne
Director

COMMITTEES:

Age: 55

Nationality: French

Business address:
Groupe Bruxelles Lambert
24, avenue Marnix
BE1000 Brussels
(Belgium)

Number of shares held at 30 June 2026:
1,000

PROFILE

Ian Gallienne has been Chairman of the Board of Directors of Groupe Bruxelles Lambert since May 2025. He was Managing Director from 2012 to 2025.

He holds an MBA from INSEAD. From 1998 to 2005, he was Manager of the Rhône Capital LLC private equity fund in New York and London. In 2005, he founded the private equity fund Ergon Capital Partners, of which he was Managing Director until 2012.

Ian Gallienne has been a Director of Groupe Bruxelles Lambert since 2009, SGS since 2013 and Adidas since 2016, and he was a Director of Imerys between 2010 and 2016.

Ian Gallienne has been a Director of Pernod Ricard since 2012.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- Chairman of the Board of Directors of Groupe Bruxelles Lambert(1) (Belgium)
- Director of SGS SA(1) (Switzerland)
- Director of Adidas AG(1) (Germany)
- Manager of Serena 2017 SC
- Manager of ESSSO2023 SC
- Director of Société Civile du Château Cheval Blanc
- Director of Compagnie Nationale de Portefeuille SA (Belgium)
- Director of Financière de la Sambre (Belgium)
- Director of Carpar (Belgium)
- Chairman of the Board of Directors of FG Bros (Belgium)

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director of Marnix French ParentCo (Webhelp Group)
- Chairman of the Board of Directors of Sienna Investment Managers (Luxembourg)
- Managing Director of Groupe Bruxelles Lambert(1) (Belgium)
- Director of Imerys(1)

(1) Listed company.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



César Giron
Director

COMMITTEES:

Age: 64

Nationality: French

Business address:
Pernod Ricard
Europe, Middle East and Africa
5, cours Paul Ricard
75008 Paris (France)

Number of shares held at 30 June 2026:
13,813

PROFILE

After graduating from the Emlyon Business School (formerly called *École supérieure de commerce de Lyon*), César Giron joined the Pernod Ricard Group in 1987, where he has spent his entire career. In 2000, he was appointed Chief Executive Officer of Pernod Ricard Swiss SA before becoming Chairman and Chief Executive Officer of Wyborowa SA in Poland in December 2003.

César Giron served as Chairman & CEO of Pernod from July 2009 until 1 July 2015, at which point he was appointed Chairman of Martell Mumm Perrier-Jouët. He held this position until January 2026.

César Giron is Chairman of the Board of Directors of Société Paul Ricard.

César Giron is a grandson of Paul Ricard, the founder of Société Ricard.

César Giron has been a Director of Pernod Ricard since 2008.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

Outside the Group

- Chairman of the Board of Directors, Chairman of the Strategic and Sustainable Development Committee and member of the Appointments, Compensation and Governance Committee of Société Paul Ricard
- Director of Le Delos Invest I
- Director of Le Delos Invest II

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

Within the Group

- Chairman of Martell Mumm Perrier-Jouët
- Chairman and Chief Executive Officer of Martell & Co
- Legal representative of the Manager of Champagne Perrier-Jouët
- Chairman of GH Mumm & Cie SVCS
- Chairman of Domaines Jean Martell
- Chairman of Augier Robin Briand & Cie
- Chairman of Le Maine au Bois
- Chairman of Financière Moulins de Champagne
- Chairman of Spirits Partners
- Director of Mumm Perrier-Jouët Vignobles et Recherches
- Member of the Strategic Committee of Domaine de la Source Sainte Marguerite

Outside the Group

- Chairman of FEVS
- Chairman of the Management Board of Société Paul Ricard
- Director of Bendor SA (Luxembourg)

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Max Koeune
Independent Director

COMMITTEES:

Age: 53

Nationality: Luxembourgish

Business address: 439 King Street West 5th floor – Toronto – Ontario M5V 1K4 (Canada)

Number of shares held at 30 June 2026: 465

PROFILE

After graduating from the École Supérieure de Commerce de Paris (ESCP Europe), Max Koeune began his career in 1995 with Baring Brothers, where he was an M&A specialist. He joined the Danone Group in 1998 in the Corporate Development team and in 2005 became Finance Director of Bonafont, Danone's bottled water affiliate in Mexico. In 2008, he was appointed Finance Vice President of the Americas Beverages division at Danone, before becoming Group Head of Corporate Development in 2009, a position he served in until 2012. In January 2013, he joined the Canadian group McCain Foods Limited as Chief Financial Officer, and in 2017 became President & CEO, his current position.

Max Koeune has been a Director of Pernod Ricard since 2023.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- President & CEO of McCain Foods Limited
- Co-Chair of the Consumer Goods Forum

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

None

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Anne Lange
Independent Director

COMMITTEES:

Age: 58

Nationality: French

Business address:
Pernod Ricard
5, cours Paul Ricard
75008 Paris (France)

Number of shares held at 30 June 2026:
1,000

PROFILE

A French citizen and graduate of the Institut d'Études Politiques de Paris and of the École Nationale d'Administration (ENA), Anne Lange began her career within the office of the Prime Minister as Director of the State-Controlled Broadcasting Office. In 1998, she joined Thomson as Manager of Strategic Planning before being appointed Head of the eBusiness Europe Department in 2000. In 2003, Anne Lange took up the role of General Secretary of the Rights on the Internet Forum, a public body reporting to the office of the Prime Minister. From 2004 to 2014, she worked at the Cisco Group, successively holding the positions of Director of Public Sector Europe, Executive Director Global Media and Public Sector Operations (in the United States) and Innovation Executive Director in the Internet Business Solution Group division.

She then became an entrepreneur and founded Mentis in 2014, a start-up specialised in the technology of application platforms and connected objects, and worked with major groups on mobility solutions and management of urban space, placing it at the centre of the smart cities revolution. After selling Mentis, Anne Lange became an active business angel with a keen eye for identifying innovation. She acts as a senior advisor for start-ups, large technology groups, strategy consulting firms and more traditional companies seeking to forge their own path towards transformation. She is a member of the Boards of Directors of several listed companies (Orange, Pernod Ricard, Peugeot Invest and Carvolix). Anne Lange has expertise in innovation and digital technology developed over some 20 years in both the private and public sectors and from a global perspective.

Anne Lange has been a Director of Pernod Ricard since 2016.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- Director of Orange[(1)]
- Director of Peugeot Invest[(1)]
- Director of Carvolix[(1)]
- Managing Partner of Adara
- Managing Partner of Chrysalis

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director of Inditex[(1)] (Spain)

(1) Listed company.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Jean Lemierre
Independent Director

COMMITTEES:

Age: 76

Nationality: French

Business address: BNP Paribas 16 Boulevard des Italiens, 75009 Paris (France)

Number of shares held at 30 June 2026: 575

PROFILE

A graduate of the Institut d'Études Politiques de Paris and the École Nationale d'Administration, Jean Lemierre held various positions within the French tax authorities, including as Head of Tax Legislation and Director General of Taxes. He was subsequently appointed as Chief of Staff to the French Minister of the Economy and Finance then Head of the French Treasury in October 1995. Between 2000 and 2008, he was President of the European Bank for Reconstruction and Development (EBRD). From 2008, he acted as an advisor to the Chairman of BNP Paribas, before becoming Chairman of the Board of Directors on 1 December 2014. Jean Lemierre also contributes his expertise to a wide range of corporate boards and financial institutions.

Jean Lemierre has been a Director of Pernod Ricard since 2025.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- Chairman of the Board of Directors of BNP Paribas(1)
- Director of TEB Holding AS
- Vice Chairman of Paris Europlace
- Director of Association française des entreprises privées (AFEP)
- Director of the Institut de la Finance Durable (IFD)
- Member of the International Advisory Council of China Investment Corporation (CIC)
- Member of the International Advisory Panel (IAP) of the Monetary Authority of Singapore (MAS)

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director of Total Energies(1) (2016-2025)

(1) Listed company.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Philippe Petitcolin
Independent Director

COMMITTEES:

Age: 73

Nationality: French

Business address:
ALSTOM
48, rue Albert Dhalenne,
93400 Saint-Ouen-sur-Seine (France)

Number of shares held at 30 June 2026:
700

PROFILE

Having held various positions within Europrim, Filotex (an subsidiary of Alcatel-Alstom) and Labinal (now Safran Electrical & Power), Philippe Petitcolin joined Snecma (now Safran Aircraft Engines) in 2006 as Chairman and Chief Executive Officer. From 2011 to 2013, he served as Chief Executive Officer for Safran's defence and security operations as well as Chairman and Chief Executive Officer of Safran Electronics & Defense. Between July 2013 and December 2014, Philippe Petitcolin was Chairman and Chief Executive Officer of Safran Identity & Security and Chairman of the Board of Directors of Safran Electronics & Defense. From December 2014 to July 2015, he was Chairman of Safran Identity & Security.

On 23 April 2015, Philippe Petitcolin was appointed a Director of Safran by the Shareholders' Meeting and Chief Executive Officer by the Board of Directors. On the same date, he became a member of the Board of the Aerospace, Security and Defence Industries Association of Europe (ASD). In July 2015, he became Vice Chairman of Gifas (French Aerospace Industries Association). In 2015, he was also appointed to the Board of Belcan Corporation, an engineering services provider, and has been a Director of EDF since May 2019.

Philippe Petitcolin served as Chief Executive Officer of Safran until 31 December 2020.

Between March 2021 and 15 December 2024, he held the position of Chairman of the Franco-German defence company KNDS.

Philippe Petitcolin has been a Director of Pernod Ricard since 2019.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- Chairman of the Board of Directors of Alstom[(1)]
- Director of EDF
- Director of KNDS

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director of Suez[(1)]
- Chief Executive Officer and Director of Safran[(1)]
- Chairman of Safran Identity & Security
- Chairman and Chief Executive Officer of Safran Identity & Security
- Chairman of the Board of Directors of Safran Identity & Security North America (formerly Morpho Track, LLC) (United States)
- Chairman of the Board of Directors of Morpho Detection International, LLC (United States)
- Chairman of the Board of Directors of Safran Electronics & Defense, Chairman and President of Morpho USA, Inc.
- Director of Safran Identity & Security USA (formerly Morpho Detection, LLC) (United States)
- Member of the Supervisory Board of Safran Identity & Security GmbH (formerly Morpho Cards GmbH) (Germany)
- Member of the Supervisory Board of Institut Aspen France
- Vice Chairman of Gifas
- Director of Belcan Corporation (United States)
- Board Member of the *AeroSpace, Security and Defence Industries Association of Europe* (ASD) (Belgium)
- Member and Chairman of the Supervisory Board of Diot-Siaci TopCo

(1) Listed company.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Patricia Ricard Giron

Permanent representative of Société Paul Ricard, Director

COMMITTEES:

Age: 63

Nationality: French

Business address:
Pernod Ricard France
5, cours Paul Ricard
75008 Paris (France)

Number of shares held by Patricia Ricard Giron at 30 June 2026: 9,931

Number of shares held by Société Paul Ricard at 30 June 2026: 28,424,301

PROFILE

Patricia Ricard Giron has been a Director of the Paul Ricard Oceanographic Institute since 1986 and its Chairwoman since 2005. From 2010 to 2015, she was a member of the French Economic, Social and Environmental Council. She is also Vice President and spokesperson for the Ocean & Climate Platform, as well as a member of the France Ocean Committee set up by the French Ministry of Ecological Transition.

Patricia Ricard Giron is a granddaughter of Paul Ricard, the founder of Société Paul Ricard.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

Société Paul Ricard is:

- Chair of Le Delos Invest III
- Chair of Bendor Management
- Chair of the Société d'Exploitation Des Embiez (SEDE)

Patricia Ricard Giron is:

- Director and member of the Strategic and Sustainable Development Committee of Société Paul Ricard
- Chairwoman of the Board of Directors of the Paul Ricard Oceanographic Institute
- Director of Société des Eaux de Marseille (a Veolia group subsidiary)
- Director of the Veolia Environnement Corporate Foundation
- Permanent member of the Advisory Board for the French Southern and Antarctic Lands (TAAF)
- Vice President and a director of the Ocean and Climate Platform
- Director of Parc National des Calanques
- Director of the Glorioso Islands Marine Natural Park
- Director of the French National Research Institute for Sustainable Development (IRD)
- Director of the French National Museum of Natural History "Museum for the Planet" endowment fund
- Director of CEEBIOS
- Director of the French Biodiversity Agency (OFB)
- Member of the Strategy Council and qualified person of Fondation 1 Océan (under the aegis of the CNRS)
- Director of the International Panel for Ocean Sustainability (IPOS)
- Member of the World Economic Forum's "Friends of Ocean Action" group
- Appointed "Patron of Nature" by the IUCN (International Union for the Conservation of Nature)

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Member of the Supervisory Board of Société Paul Ricard

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Kory Sorenson
Independent Director

COMMITTEES:

Age: 57

Nationality: British

Business address:
Pernod Ricard
5, cours Paul Ricard
75008 Paris (France)

Number of shares held at 30 June 2026:
1,000

PROFILE

Kory Sorenson is a British citizen born in the United States. Her executive career was in finance, with a strong focus on capital and risk management. She holds a D.E.S.S. from the Institut d'Études Politiques de Paris, a Master's in Applied Economics from the University of Paris Dauphine and a B.A. from the American University, Washington, D.C. in Political Science and Econometrics. She has also followed executive programmes from Harvard Business School (2013), INSEAD (2016) and Stanford Graduate School of Business (2020) and the artificial intelligence programme at the University of Oxford (2025). Kory Sorenson held the position of Managing Director, Head of Insurance Capital Markets at Barclays Capital in London, where her team developed groundbreaking capital management transactions and executed, securitisation, M&A, equity, hybrid capital and hedging transactions for major European insurers. Prior to that, she headed the insurance capital markets team at Credit Suisse and the financial institutions debt capital markets team for Lehman Brothers in Germany, Austria and Holland. She began her career in investment banking at Morgan Stanley and in finance at Total.

Kory Sorenson is currently a director and Chair of the Audit and Sustainability committees at SGS SA (listed in Switzerland), a member of the Supervisory Board of Bank Gutmann, a private bank in Vienna, and the Chair of the Audit and Risk Committee of Premium Credit Limited and AA Limited in the United Kingdom.

Kory Sorenson has been a Director of Pernod Ricard since 2015.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- Director of SGS SA(1) (Switzerland)
- Member of the Supervisory Board of Bank Gutmann (Austria)
- Chair of the Audit and Risk Committee of The AA Ltd (United Kingdom)
- Chair of the Audit and Risk Committee of Premium Credit (United Kingdom)

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director of Phoenix Group Holdings(1) (United Kingdom)
- Director of SCOR SE(1) (France)
- Director of Prometic(1) (Canada)
- Member of the Supervisory Board of UNIQA Insurance Group AG(1) (Austria)
- Director of Institut Pasteur (non-profit foundation)
- Director of Aviva Insurance Limited (United Kingdom)
- Director of SCOR Global Life Americas Reinsurance Company (United States)
- Director of SCOR Global Life USA Reinsurance Company (United States)
- Member of the Supervisory Board of Château Troplong Mondot
- Chair of the Board of Partners of Comgest (France)

(1) Listed company.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Veronica Vargas
Director

COMMITTEES:

Age: 45

Nationality: Spanish

Business address:
Pernod Ricard
5, cours Paul Ricard
75008 Paris (France)

Number of shares held at 30 June 2026:
9,820

PROFILE

Veronica Vargas received an Engineering degree from the University of Seville *(Escuela Técnica Superior de Ingenieros)* in Spain and continued her training in industrial engineering in management at the École Centrale Paris (ECP).

She started her professional career in 2006 in the Lafarge Supply Chain team in Paris. In early 2007, she joined Société Générale Corporate & Investment Banking in Paris as part of the Strategic and Acquisition Finance team. She was then part of the London team from 2009 to 2019, where she was involved in advising key clients on all aspects related to the optimisation of their capital structure, as well as participating in their strategic financing operations, including acquisitions, spin-offs and share buybacks.

Veronica Vargas was the permanent representative of Rigivar SL which was a member of the Supervisory Board of Société Paul Ricard between 2009 and 2024. She has been a member of the Board of Directors of Société Paul Ricard since 2024. She served as sole director of Rigivar SL in 2025, and has been Chair of the Board of Directors of Rigivar since February 2026.

She has also been a member of the Business Policy International Advisory Board of the San Telmo Business School since 2020. And she was a member of the Investment Committee of the Africa Conservation & Communities Tourism Fund from 2021 to 2025. Veronica Vargas has been a member of the Appointments Committee at Colam Entreprendre since September 2025.

Veronica Vargas has been a Director of Savencia SA since 2024.

Veronica Vargas is a great-granddaughter of Paul Ricard, the founder of Société Ricard.

Veronica Vargas has been a Director of Pernod Ricard since 2015.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

- Director and member of the Strategic and Sustainable Development Committee and member of the Audit Committee of Société Paul Ricard
- Director of Savencia SA[(1)] (France)
- Chairwoman of the Board of Directors of Rigivar SL
- Director of the Business Policy International Advisory Board of the San Telmo Business School
- Member of the Appointments Committee at Colam Entreprendre

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Permanent representative of Rigivar SL, member of the Supervisory Board of Société Paul Ricard (2009-2024)
- Member of the Investment Committee of the Africa Conservation & Communities Tourism Fund (2021-2025)

(1) Listed company.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Carla Machado Leite
Director representing employees

Age: 61

Nationalities: Italian and Portuguese

Business address: Pernod Ricard Portugal Quinta da Fonte – Edif. D. Diniz Rua dos Malhões, 2-3° E, 2770-071 Paço de Arcos (Portugal)

Number of shares held at 30 June 2026: N/A(1)

PROFILE

Carla Machado Leite, an Italian and Portuguese national, is a graduate in Business Management from Lusíada University *(Universidade Lusíada de Lisboa)* in Lisbon.

She joined Pernod Ricard Portugal, based in Lisbon, in 1999 as a Controller and Group Reporting Manager.

After the acquisition of the Seagram brands in 2001, she was tasked with creating the Export Department to introduce, expand and develop local Portuguese brands in various international markets, a role she still holds today.

In 2014, she joined Pernod Ricard's European Works Council as a member of the Select Committee. After serving as Secretary of this working group until 2022, she was appointed to the Board of Directors of the Company in November 2022 as a Director representing employees.

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

None

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

None

(1) The Directors representing employees are not required to hold a minimum number of Company shares.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman



Brice Thommen

Director representing employees

COMMITTEES:

Age: 47

Nationalities: Swiss and French

Business address:
Pernod Ricard France
10, place de la Joliette
13002 Marseille
(France)

Number of shares held at 30 June 2026:
N/A(1)

PROFILE

Brice Thommen, a Swiss and French national, is a graduate of the IAE Aix-Marseille Graduate School of Management. He began his career at Roche in 2001, where he held several positions in pharmaceutical development in Switzerland and the United States.

In 2013, he became a business analyst at Naval Group and then at Airbus Helicopters. At the end of 2015, he joined the Pernod Ricard Group as Financial Business Analyst for Ricard and Pernod, a role he held until 2019, when he became Master Data Manager for Pernod Ricard France.

In November 2021, following his designation by the Group Committee (France), he was appointed a Director representing employees on the Company's Board of Directors.

Highly involved in the Group, Brice Thommen has also held several employee representative positions within the Group (elected member of the Social and Environmental Committee at Ricard and then Pernod Ricard France and member and secretary of the Group Committee France).

MAIN OFFICES AND POSITIONS HELD AT 30.06.2026

None

OFFICES HELD OUTSIDE THE GROUP THAT HAVE EXPIRED IN THE LAST FIVE YEARS

None

(1) The Directors representing employees are not required to hold a minimum number of Company shares.

At 30 June 2026, no Director held any salaried position within the Group, with the exception of César Giron(1), Patricia Ricard Giron (permanent representative of Société Paul Ricard, Director), Carla Machado Leite, Director representing employees and International Sales Manager at Pernod Ricard Portugal, and Brice Thommen, Director representing employees and Master Data Manager at Pernod Ricard France in Marseille.

Committees

Audit | Compensation | Nominations and Governance | Strategic | CSR | Chairman/ Chairwoman

(1) César Giron ceased all salaried work within the Group with effect from 31 July 2026.