

Information relating to the compensation and benefits of Mr. Alexandre Ricard, Chairman & Chief Executive Officer

At the meeting of the Board of Directors held on 31 August 2022, the Board, following 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 22

The Board of Directors, following the recommendations of the Compensation Committee, in accordance with the remuneration policy approved by shareholders on the 10 November 2021, 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 22.

Considering the quantitative and qualitative criteria set by the Board on 20 October 2021 and the achievement levels recognized on 30 June 2022 and a record year for Pernod Ricard, the amount of annual variable compensation due for FY 2021/22 was determined to be 2,250,000 EUR, on the basis of an achievement level of 180%, evaluated as follows:

Quantitative criteria (80% target – 150% maximum): 150% achievement

- **Profit From Recurring Operations (20% target – 37.5% maximum): 37.5%**
- **Group Net Profit (20% target – 37.5% maximum): 37.5%**
- **Recurring Free Cash Flow (20% target – 37.5% maximum): 37.5%**
- **Cash Conversion Rate (20% target – 37.5% maximum): 37.5%**

Qualitative criteria (30% target - max 45%): 37% achievement

1. **Implementation of the second phase of the Transform & Accelerate strategic plan (12% target - 18% maximum): overachievement at 17%** based on the following elements:

In June 2022, at its Capital Market Day, the Group announced and explained the continuation of its Transform & Accelerate strategy: The Conviviality Platform. The deployment of Conviviality Platform, notably through innovative and proprietary tools (the Key Digital Programs) is being executed at pace and at scale with a large number of markets being already onboarded. The Group is further expanding beyond with the development of new businesses in D2C, e-B2B and experiences. The Group has continued to develop digital skills at all levels of the organization (4th place among the Top 30 FMCG firms with the highest percentage of Data Science roles).

2. **Demonstrate internal and external leadership by communicating regularly and promoting the “Good Times from a Good Place” strategy (6% target – 9% maximum): overachievement at 7%** based on the following elements:

Over the past fiscal year, the Group significantly accelerated the implementation of the “Good Times from a Good Place” strategy: successful launch of the first Sustainability Linked bond in the Wine & Spirits industry, incorporation of a CSR criterion in long-term incentive plans for all beneficiaries of performance shares, definition of the roadmap enabling the Group to reach the “carbon net zero” objective by 2050, improvement in Health & Safety indicators, achievement of Gender Pay Equity at Group level, very strong acceleration of female representation at Top Management level (+20% vs FY 2020/21)

3. **Maintain a high employee engagement level after more than 18 months of “crisis management” in order to preserve and develop the Group’s talent pool (6% target – 9% maximum): overachievement at 8%** based on the following elements:

The employee engagement level is very high as demonstrated by the results of engagement surveys carried out with our partner, Glint (86% response rate and an engagement rate 4 points higher than FMCG industry average) and the participation rate in the Accelerate employee shareholding plan (45.71%) reaching record levels in Asia with over 75% participation rate in India, 66% in Hong Kong and 60% in Taiwan.

4. **Growth in sales value for Pernod Ricard USA in line with the US market considering the main categories of the Pernod Ricard portfolio (6% target – 9% maximum): achievement at target of 6%** based on the following:

Sales growth in the US was at +8% in FY22 (+8% 3Y CAGR) broadly in line with the market considering the main categories of the Pernod Ricard portfolio, with on-trade recovery and off-trade resilience along with continuing consumer trends of premiumization and convenience.

Compensation policy for Mr. Alexandre Ricard for FY 2022/23

At the meeting of the Board of Directors held on 31 August 2022, the Board assessed Mr. Alexandre Ricard's compensation and decided, following the recommendations of the Compensation Committee, to maintain the policy applied in FY22 for FY23.

Consequently, Mr. Alexandre Ricard's compensation for his position as Chairman & Chief Executive Officer for FY23 is comprised of the following:

Fixed Compensation	1,250,000 EUR
Annual Variable Compensation	110% Target - 180% Maximum <i>Quantitative criteria: 80% Target - 150% Maximum</i> <i>Qualitative criteria: 30% Target - 45% Maximum</i>
Long-Term Incentive Plan	Max 150% of annual fixed compensation, subject to performance conditions
Supplementary Pension Scheme	20% of fixed and annual variable compensation (10% in performance shares, 10% in cash)
Deferred Commitments	Non-compete clause + imposed departure clause: combined maximum of 24 months' compensation (fixed + annual variable)
Multi-year or Exceptional Compensation	Any multi-year or exceptional compensation shall be precisely disclosed and justified. No such compensation currently exists.
Other	Company car, collective healthcare and welfare schemes